

**RELATIONSHIP MARKETING PROGRAMS, CULTURAL VALUES, AND
RELATIONSHIP VALUE ON CUSTOMER SATISFACTION IN THE
HOTEL INDUSTRY. A CASE OF UGANDA**

BY

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DECLARATION

Declaration by the Candidate

This thesis is my original work and has not been presented for a degree in any other University. No part of this thesis may be reproduced without the prior written permission of the author or Moi University.

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DEDICATION

This Thesis is dedicated to my family and friends, for the support and assistance throughout the period of undertaking this research work. I thank you so much.

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ABSTRACT

In today's highly dynamic business environment which is competitive, hotels need to re-think of their strategies on how to maximize customer satisfaction. This in turn increases market share and the hotel clientele expands. Relationship marketing programs can yield outstanding hotel performance in terms of clientele. Despite of the importance relationship marketing programs have in the actualization of customer satisfaction in the hotel industry in Uganda, studies have not been inclusive on the relationship between relationship marketing programs (RMPs), cultural values, relationship value and customer satisfaction between customers and service providers, especially from less developed countries such as Uganda. The focus of this study was to determine the effect of relationship marketing programs, cultural values as moderator in the relationship between RMPs and RV and CS, RMPs and CS as well as relationship value as a mediator on customer satisfaction in the hotel industry of Uganda. The study was in line with positivism approach anchoring on explanatory research design. The target population were customers from sixty-two (62) hotels registered under Uganda Hotels Association and categorized as per the report 14/02/2019 specifically covering four regions in the country. It was from sixty-two (62) registered hotels that a sample size of 19 hotels through proportionate sampling technique that were drawn. Through research intercept a total of 384 respondents from the nineteen hotels were selected. The study was informed by three factor theory, social exchange theory, and in complementarity with relationship marketing theory. This study collected primary data generated from structured questionnaires. Both descriptive and inferential statistics were used to analyze data. The hypotheses were tested using hierarchical and multiple regressions and Hayes macro- processes. The regression results showed RMPs with $\beta = (.554^{***} \text{ } p < .05)$, RV with ($\beta = .251^{***} \text{ } p < .05$), CVs with ($.328^{***} \text{ } p < .05$) all indicating a positive significant effect on customer satisfaction. In addition, the results showed that RV mediated the relationship between RMPS and customer satisfaction with ($\beta = .251^{***} \text{ } p < .05$), and moderated- mediation strongly existed at lower level .052, CI = .008, .100 and did not take place at mean and higher levels. The results further showed that there is positive and significant moderation of cultural values between RV and customer satisfaction with ($\beta = -.162, \text{ } p < .05$) and on RMPs and customer satisfaction with ($\beta = .88^{**} \text{ } p < .05$). The study concluded that there is a strong support for Social exchange theory that for hotels to maximize customer satisfaction, they have to exploit appropriately RMPs and cultural values. The results further concluded with a pointer that RMPs with the addition of cultural values influence customer satisfaction. The findings of the study are useful for the hotel industry in adopting relationship marketing programs incorporating in cultural values and sustaining relationship value which will boost customer satisfaction, consequently the hotel's performance. Theoretically the study supported the incorporation of RMPs and cultural values in the enhancement of customer satisfaction. At the policy level the findings of the study will assist the efforts of the policy makers in regard to the hotel industry of the main areas of emphasis if local hospitality and tourism is to be promoted. Importantly RMPs and cultural values in consideration of customer and service provider relationship value particularly from the customer's perspective greatly influence customer satisfaction.

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OPERATIONAL DEFINITIONS OF TERMS

Customer satisfaction:

Is the customer's overall evaluation of a product or service provider to date Olsen and Johnson (2003). It is defined as a function of disconfirmation, which in turn is a function of both expectations, dissatisfaction and performance. In this study customer satisfaction is constituted on the three dimensions.

Relationship Marketing Programs:

Relationship marketing in this study is taken as strategies adopted in attracting, maintaining and multi service organization's activities aimed at enhancing customer relationships. Among the relationship marketing programs, the study utilized; social, structural, Confidence and financial programs.

- **Social programs**

Social programs in this study are taken as the efforts involved in any transaction to convey special status and personalize the relationship for example; offering special treatment to buying customers, sharing special reports or any information that helps to bind two parties, customers and service providers.

- **Structural programs**

Structural programs in this study are taken as offers to customers which are tangible, value-added benefits such as electronic order processing interfaces, customized packaging of certain services, or other procedural changes that facilitate customers access services in time and faster.

- **Financial programs**

These refer to the offers of direct economic benefits in exchange for past and future customer loyalty and include special discounts, free products for incremental sales and cost-saving incentives for example; free accompaniments, extended payment terms for certain services. This study conceptualised financial programs along the pillars mentioned.

Relationship value

This concept is taken as the impact from the on-going relationship itself, through a series of customer and service provider interactions. According to Mee-Shew Cheung (2010), relationship value refers to intangible benefits, quality of the interactions and communication within the exchange between customers and service providers or partners' relationship benefits which include an interpersonal aspect, such as feeling comfortable with a service provider, feeling that customers' problems or needs are met, and enjoying the relationship. For the purpose of this study relationship value focuses on the relationship between the service provider and the customer. In other words, how the customer feels about the relationship.

Cultural values;

Schwartz (1999) defined cultural values as the explicitly or implicitly abstract beliefs shared by a society in terms of what is good, right, and desirable. The attribution theory assigns the cause of an unsatisfactory outcome to the cultural differences between a service employee and a customer S.-H. Kim, Kim, Holland, and Han (2018), and it is suggested to play an important role in intercultural service evaluations S.-H. Kim et al. (2018). The study takes cultural values along three dimensions which include; shared values, identities and beliefs.

ABBREVIATIONS AND ACRONYMS

BOD	Board of Directors
CS	Customer Satisfaction
CV	Cultural Values
UNBS	Uganda National Bureau of Standards
RMPs	Relationship marketing programs
RV	Relationship Value
SET	Social exchange theory
UHOA	Uganda hotel owner's association

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background to the study, statement of the problem, objectives of the study, research hypothesis, significance of the study, assumptions of the study, and finally the scope of the study

1.1 Background to the Study

In the current era of intense competition and demanding customers, customer satisfaction is of paramount importance if different business entities are to attract and retain long-lasting customers. In an empirical study of 38 firms, Olsen, Witell and Gustafsson, (2014) proposed that firms facing intense competition exploit the concept of customer satisfaction in decision making to a larger extent than do firms facing a less competitive situation. In such an environment where competition is stiff, hotels need to identify their weaknesses and enhance strategies that are operational and marketing policies to refine the satisfaction of the customer (Shahzadi, Malik, Ahmad, & Shabbir, 2018). Customer fulfillment is a focal point if a business is to significantly influence customer's pleasure (Shahzadi et al., 2018).

Customer satisfaction prophecies contentment among the customers is also echoed by many writers among them (W-H. Kim, Cho, and Kim, 2019; Nam, Nga, and Huan, 2019) and more so, it brings in enormous benefits to a company (Brunner et al., 2008). In this last decade, more of the marketing literature on customer satisfaction has been much focused on theory-led studies, and the topic has captured an important position compared to most of the other studies (Oh et al., 2017). Many quantitative studies have suggested that service, food, and physical environment are the upmost

factors causative to hotel customers' satisfaction (Ma et al., 2011; Namkung & Jang, 2008; Ryu & Han, 2010; Mattila, 2001). According to Inger Roos and Anders Gustafsson (2011), marketing theories' emphasis on customer satisfaction is premised on the conscious process of decision-making when choosing a certain good or service from a particular provider, not satisfaction.

According to different writers, the consensus is that Customer satisfaction is a customer's overall evaluation of the performance of an offering in any given setting of the industry. From Mariam Shahzadi, Shahab Alam Malik, Mansoor Ahmad, and Asma Shabbir (2016), customer satisfaction is a post-purchase evaluative judgment concerning the purchase decision. According to Hoyer and MacInnis (2013), Customer Satisfaction is the feeling that results when consumers make a positive evaluation or feel happy with their decision.

Marketing scholars and academicians are continuing to grapple with the scope and nature of customer satisfaction. The capacity to satisfy customers is imperative for several reasons. For example, it has been shown that dissatisfied clients tend to complain to the foundation or look for change from them more often to relieve cognitive dissonance and failed consumption experiences (Saad Andaleeb & Conway, 2006). Growing competition and customer expectations within the hotel industry have compelled hotels to devise strategies to attain a competitive advantage, (Chevers & Spencer, 2017). One such strategy among others like internal marketing as per Berry et al., (1991) is to design and develop customer relationships coincident with their lifecycles, stimulate product usage or service usage in order to attain customer satisfaction, thus relationship marketing programs.

According to Ramadani, Ademi, Ratten, Palalić, and Krueger (2018), relationship marketing is defined as attracting, maintaining, and multi-service organizations, enhancing customer relationships. Other scholars came with a number of definitions among which include; Sheth and Parvatiyar (1995), who defined RM as the process of cooperative development and relations that are collaborative with customers as well as other market actors with the aim of customer satisfaction. Furthermore, Relationship marketing is defined as an effort to recognize, create, and develop a network of individual clients and to empower the network for the shared advantage of both (Ramadani et al. 2018). A lot has been documented about the esteem of relationship marketing (RM) programs and the improvement of client lifetime devotion especially within the business-to-business and service segment. This is often a means of picking up competitive advantage and moved forward efficiency from the marketing investments as a means of achieving customer satisfaction, (Gronroos, 1994, 2000; Sheth and Parvatiyar, 1995).

Uganda has seen a tremendous development of its hotel segment and this development proceeds at a better rate than within the past as the nation registers development, (UHOA 2016). It is simple to see why Uganda is so exceedingly thought of; the nation has one of Africa's best and most changed wildlife parks and certain qualities in terms of attractions and activities particularly a range of primates, mind blowing bird species, and the proceeded ubiquity of adrenalin sports in the country. According to Hsieh and Tsai (2009), the tourists' specific expectation toward tourism service quality is partially derived from the tourists' cultural background and personal socialization.

Uganda hotel owner's association report (2017), further indicates that there's customer dissatisfaction in many Hotels in terms of service delivery as per the customer's assessments. This dissatisfaction is reinforced by a survey done at end of June 2019 where most customers raised dissatisfaction issues in terms of the menu offered by most hotels in Uganda. The report emphasizes the lack of customer focus by many hotels despite magnificent structures being erected in the country. It is upon such a background that strategies which can help in maximization of customer satisfaction in the hotel industry are vital for the sector to grow, thus relationship marketing programs energized by cultural values. Developing relationship marketing programs thus becomes the chief cornerstone of service firms in their efforts to recognize, keep up and increment the yield of the finest customers through a value-added, intuitively, and relationship that is long-term-focused (Meyer-Waarden, 2004). Therefore, relationship marketing programs allow the creation of a relationship that's based on individualization and interactivity.

Ramadani et al. (2018) assert that most models of customer satisfaction believe that before consumers purchase a specific product, they got to have an attitude that is positive towards that brand and/or organization (Pope & Voges, 2000). In such a situation, it reaffirms that buying is the final portion of the buying process, invigorated by a number of variables, isolated from the real sales process. What nowadays presents value for companies, is keeping up the old clients, creating devotion programs and satisfaction, thus relationship marketing programs becoming more relevant.

Palamtier (2018) says that relationship marketing is one of the other strategies and it is difficult to imagine any business activity in business-to-business (B2B) or business-

to-consumer (B2C) relations that do not use any relationship marketing element, both in goods for the consumer and services for companies that are engaged in services. It should be noted that services are different from products, whereby services are intangible, an element that makes it necessary to generate strong relationships to achieve trust, and able to make their clients believe in the quality of the service.

According to Ratten et al., (2018) in (Dwyer, Schurr, & Oh, 1987), there are four types of relationships that exist between buyers and sellers—bilateral relationships, relationships that are upheld by sellers, relationships that are sustained by the buyers of the goods, discrete exchanges. In this study, the attention is on the connection between buyers and sellers due to the nature of the study which focuses on the hotel industry.

With regard to the previous research according to Luu, Ngo, and Cadeaux (2018) contend that supplier's relationship marketing programs enhance the value of the relationship, and reaffirmed by (Palmatier et al., 2007). Zeithaml (1988) defined customer relationship value as the trade-off between benefits (“what you get”) and sacrifices (“what you give”) in market exchange. Relationship value consists of benefits of the relationship and the sacrifices that are involved in the relationship (Anderson et al., 1993; Gwinner et al., 1998; Ulaga & Eggert, 2006). Therefore, higher value in relationships occurs either from benefits that are increasing or sacrifices that are decreasing (Hermawati, Mas, Hermawati, & Mas 2017).

When the supplier invests in social programs or structural programs, it will influence positively relationship value and persuade a response that is favorable from the buyer. Social exchange theory posits that when one party, a supplier, in this case, exploits and utilizes relationship marketing programs targeting the buyer, the supplier in

return, expects the buyer to respond by reciprocity (Cropanzano & Mitchell, 2005) in Luu et al. (2018). Relationship value for the supplier will increment when the buyer reciprocates by expanding their purchases, bringing down cost affectability, or having other activities that favorably influence the supplier's monetary results (Palmatier et al., 2007). Such a buyer's reciprocity behavior will initiate further reciprocity behavior from the provider, expanding esteem creation and keeping up the progressing relationship (Palmatier et al., 2009).

Against this background, the service provider invests more into social, cognitive, and structural programs specifically targeting the buyer relationship thus increasing the relationship value for both the buyer and the supplier, an aspect that positively influences customer satisfaction Villena, Revilla, and Choi (2011). It should be noted that parties with related cultures enable individual actions and constrain behaviours that are unattractive in favor of the interests that are collective Coleman, 1988 in Villena et al. (2011). It is therefore prudent that cultural values be considered in influencing customer satisfaction. Sower and Sower (2004) state that cultural values are a result of “complex transactions that take place between individuals and their social environment.” Schwartz (1999) defined cultural values as unequivocally or implicitly unique convictions shared by society in terms of what is good, right, and alluring. Cultural values are based on particular standards telling people what is appropriate in an assortment of circumstances. Whereas researchers have as often as possible explored culture by comparing findings between nations, they have disregarded the cultural groups inside a certain nation (Farh et al., 2007). Regularly, contrasts between cultural groups, who possess the same standards, religion, dialect, and way of life, may be more grounded than that between nations (Farh et al., 2007; Clugston et al., 2000). Based on such assertion, it becomes imperative to assess

cultural values as a moderator to enhance relational programs in influencing customer satisfaction.

The disturbing picture from the firm, customer interface indicates that customer satisfaction is not cultivated positively to produce desired results across multiple service sectors. Although existing research offers insights into the antecedents of an individual (Cox et al., 1993; McColl-Kennedy et al., 2009) and multiple forms of customer misbehavior (Funches et al., 2009; Reynolds and Harris, 2009), scholarly understanding of the drivers that underpin such behaviors of satisfaction or dissatisfaction is undeveloped.

The diversity of results partly is explained by inadequacies in the theoretical perspectives applied (Fishbein & Ajzen, 1975). Most of the literature explaining customer satisfaction falls short of synergistic relationship value from suppliers and buyers, an aspect that is very crucial in influencing customer satisfaction. Yet applying social exchange theory, it emphasizes that if a supplier utilizes and exploits relationship marketing programs targeting the buyer, the supplier in return, expects the buyer to respond by reciprocity (Luu et al., 2018). In return, relationship value for the supplier will increase when the buyer reciprocates by increasing their purchases, lowering price sensitivity, or having other actions that favorably affect the supplier's financial outcomes (Palmatier et al., 2007) thus enhancing customer satisfaction.

Relationship marketing programs execution has been assumed to be context-specific due basically to financial, social, and natural inconsistencies over nations (Lages et al. 2005). These disparities are so essentially distinctive that the details of relationship marketing programs based on modern Western standards of conduct may not work well when transplanted into developing economies (Flambard-Ruaud, 2005).

However, most of the talks on the subject were primarily inside the Western cultural setting Athanasopoulou (2009) and has been once in a while talked about in East African culture, a setting where relationships are too considered to be a critical factor in trade activities and have a positive impact on customer fulfillment. Consistent with the social exchange theory, this study argues that relationship marketing programs are a precursor to customer satisfaction and RMP implementation needs much attention, the moderation effect of cultural values enhances RMP effectiveness which influences relationship value and consequently the realization of customer satisfaction.

1.1.1 The history of the hotel industry in Uganda

The Hotel industry in Uganda and its service provision is traced as way back as the 1920s according to Felix Odongkara (2017). In the late 1960s, Uganda would be visited by 100,000 international tourists each year. Tourism was the country's fourth-largest earner of foreign exchange, but from the 1970s up to 1985 the country experienced political turmoil. By the late 1980s, Uganda's political climate had stabilized and conditions were suitable for re-investment in Uganda's tourist industry.

With Uganda's high rapid population growth and a large proportion of her population engaged in subsistence farming, the country needs to diversify in order to generate enough revenue to sustain its economic growth. It's upon this background that the hotel industry needs to be enhanced and re-energized to boost the tourism sector which fetches the country a big fortune. The Uganda Bureau of Statistics (UBOS) report of 2015 indicates that travel and tourism contributed 3.7% to the total GDP with US \$2 million/ UGX 7,188bn the year 2015. This sector thrives well when the hotel industry is stable and growing. Compared to other sectors of the economy, the

hotel industry is one of the fastest-growing, accounting for more than one-third of the total country's services trade (UHOA, 05/10/2018).

Uganda has over 3000 hotel establishments according to the UBOS report (2017) but the registered hotels and categorized by UHOA are sixty-two (62). From the UNBS report (2017), three thousand hotels which mainly constitute Guesthouses, have over 20,000 and 30,000 rooms and beds respectively. From the national bureau of statistics report (2017), the national average room rate is slightly over UGX 30,000 (\$12), annual revenue contribution over UGX 40 billion (\$16M), national average room occupancy is approximately 28% with central regional (Kampala, Jinja, and Entebbe) taking approximately 50% share and average Room and bed occupancy range between 30 – 40%. The sector employs over 16,000 persons (equally split between men and women).

The hotel industry makes an important contribution to the Ugandan economy and currently employs 16000 people, which represents a big share in reducing the unemployment rate in the country. It should be noted that an additional 50000 people are employed in the informal side of the industry. Accommodation and food services enlisted a solid development of 7.5 percent in 2016/17 compared with a 5.7 percent development recorded in 2015/16. The execution was fortified by the expanded inflows of foreign guests to the nation. The commitment to total GDP at current costs in 2016/17 was 2.7 percent compared to 2.6 percent in 2015/16. Uganda has twelve national parks and three dynamic diversion reserves. These offer a wide extend of tourism items counting that include the tracking of gorilla, nature guided strolls, village strolls, butterfly, bird observing, uncommon fauna and vegetation species.

This increase of visitors necessitates more hotels and strategies to take care of the visitors and maximize customer satisfaction. (Paul Midy 2015).

Many factors have been mentioned and they include; failure to maximize customer satisfaction as a result of poor customer care, expensive hotels, expensive costs of transport, lack of aggressive local and international media campaigns among others. That all play into achieving the desired objective of the marketing campaign, (Paul Midy 2015). Recently, Hotels have a great working relationship with the tour operators and safari guides and this is creating an enabling environment for business in the industry thus a need to think faster on how to maximize customer satisfaction through relationship marketing programs.

The grading of hotels commenced in 2014 to help improve standards of hotel properties in the country, however, how relevant this system is as of now especially to so many Ugandans where affordability remains at large. The first batch of hotels to be graded were awarded their stars in 2015, and the year 2016 saw 38 hotels outside of Kampala getting assessed and graded UHOA report (2015). The rating can be revoked if the hotel does not maintain the standards on which it was assessed. Grading also helps with the pricing of the hotel for instance, one will not find a one-star hotel charging four or five-star prices, and this helps every Ugandan or a foreign guest planning a trip to know which category best suits his/her pockets. The continued improvement in infrastructure such as good roads has made accessing some of the tourism attractions easy for tourists, contributing to an increase in arrivals and growth of hotel establishments. Uganda had an estimated 1.2 million foreign visitors in 2014. It was Ranked by Rough Guides as one of the Top 10 Must-See Destinations in 2017

in Africa. This, therefore, calls for hotels to learn and invest in some relationship marketing programs if customer satisfaction is to be attained.

1.2 Statement of the Problem

Customer satisfaction remains the highly needed and focal single goal of a business and this is of much interest to hotels/firms, or organizations from both manufacturers and service sectors for them to develop proper operational strategies and marketing policies in order to improve customer satisfaction (Hsiao et al., 2016). The significance of customer satisfaction in the current changing corporate environment is very clear as it significantly influences customers' repurchase targets while dissatisfaction has been seen as a main reason for customers' motivation to change, Mohsan, Nawaz, Khan, Shaukat, and Aslam (2011).

Some studies from developed nations and other emerging economies cite ineffective implementation of relationship marketing programs Flambard-Ruaud (2005) which ameliorates relationship value between suppliers and buyers as accounting for a significant part of the failure to attain customer satisfaction, (Lages et al. 2005). Such criticisms denounce the RMPs rather than relationship value and overlook the possible synergistic contribution of RMPs energized by cultural values in the attainment of customer satisfaction. This might be because research on the implementation of relationship marketing programs in less developed countries is sketchy and has not well captured the element of cultural values in enhancing its effectiveness as well as relationship value in predicting customer satisfaction. Uganda has recently witnessed a drastic expansion in the hotel sector as per the report of the Uganda hotel owner's association (2017). The report further indicates that there's customer dissatisfaction in Ugandan Hotels in terms of service delivery as per the

customer's assessment (2017). The expectations are high and the emphasis is on re-alignment of service delivery to customer's needs. Service provision that matches customer's expectations from the hotels is highly necessary and maximizing it is still a desire for many customers in Ugandan hotels the report concludes. According to Paul Midy (2015), customer satisfaction is very crucial in terms of services if hotels are to achieve their objectives. For example, Lonely Planet has rated Uganda the world's top "must see" destination in his Planet's star billing (2012). This calls for hotels to put in much effort in developing strategies on how to maximize customer satisfaction (UHOA report 2017) if attraction and sustaining tourists is to be attained.

Additionally, although studies have provided evidence that RMPs have a positive impact on customer satisfaction, these studies are from developed nations, for example, in conceptual business management studies, it is generally accepted that the social, financial, and structural programs do influence customer satisfaction (Dale & Burrell, 2008; Davis, 1984; Kornberger & Clegg, 2004; van Marrewijk & Yanow, 2010). It's prudent therefore to investigate whether RMPs in less developed countries has an influence in the realization of customer satisfaction. Therefore, Uganda becomes a case study in this study in furthering customer satisfaction. Customer satisfaction has largely remained ambiguously explained in the third world countries particularly Uganda where hotels are left with no option but to transplant it as per the developed nations. Furthermore, the issue of contradictory results raises some questions; for example, the adequacy of the theoretical perspectives applied.

Most of the previous studies explaining customer satisfaction associate RMPs with the traditional marketing four Ps at the expense of relationship marketing, Shaalan, Reast, Johnson, and Tourky (2013) Uganda inclusive. In the western world,

Relationship marketing has transited to another paradigm. It's on this basis that relationship marketing programs are taken as a remedy in the realization of customer satisfaction. Failure to positively attain and understand customer satisfaction will continue to restrain a common understanding and explanation of customer satisfaction in Ugandan hotels. By applying the behavioral perspective, this study's focus on relevant factors for effective attainment of customer satisfaction through RMPs and cultural values as a moderating variable. This is due to the fact that service marketing literature has found that individuals from different cultures have different expectations and evaluations of services Borah, Prakhya, and Sharma (2020)

Cultural values and relationship value in an African third world setting, should add new insights into the role of RMPs (relational programs), the contribution to the literature on the African experience about customer satisfaction. In this time of changing patterns of consumption, Arsil, Tey, Brindal, Phua, and Liana (2018) note that the changing nature of choices, and expanding shopper and other forms of demands, is basic for the hospitality sector to pick up awareness and up-to-date information. By referring to the extant literature on components driving client fulfillment, this study has been planned to capture the most significant elements of fulfillment. The present study not only intends to add to the literature by confirming or disputing the findings from previous studies but also seeks to identify potential new developments based on the aspects illustrated in the given framework.

1.3 General Objective of the Study

The study thought to establish the moderating effect of cultural values and the mediating role of relationship value on the relationship between Relationship marketing programs and customer satisfaction among the selected hotels in Uganda.

1.3.1 Specific objectives of the study

- i. To establish the effect of relationship marketing programs on customer satisfaction.
- ii. To investigate the effect of relationship value on customer satisfaction.
- iii. To determine the effect of cultural values on customer satisfaction.
- iv. To establish the mediating effect of Relationship value on the relationship between relationship marketing programs and customer satisfaction
- v. To establish the moderating effect of cultural values on the relationship between relationship marketing programs and relationship value.
- vi. To examine the moderating effect of cultural values on the relationship between relationship marketing programs and customer satisfaction.
- vii. To establish the moderating effect of cultural values on the relationship between relationship value and customer satisfaction.
- viii. To examine the moderated-mediation effect of cultural values on the relationship between relationship marketing programs and customer satisfaction through relationship value.

1.4 Study Hypotheses

H₀₁: Relationship marketing programs have no significant effect on customer satisfaction

H₀₂: Relationship value have no significant effect on Customer satisfaction

H₀₃: Cultural values have no significant effect on customer satisfaction

H₀₄: Relationship value has no significant mediating effect on the relationship between relationship marketing programs and customer satisfaction.

H₀₅: Cultural values have no significant moderating effect on the relationship between relationship marketing programs and Relationship value

H₀₆: Cultural values have no significant moderating effect on the relationship between relationship marketing programs and customer satisfaction

H₀₇: Cultural values have no significant moderating effect on the relationship between relationship value and customer satisfaction

H₀₈: Cultural values have no significant moderated- mediating effect on the relationship between relationship marketing programs and customer satisfaction through relationship value

1.5 Significance of the Study

Practically this study provides the managers and other decision-makers in the hotel industry with much-needed empirical direction on how and the extent to which one can develop effective relationship marketing programs moderated by cultural values. The study has identified various theoretical perspectives among which include; the social cognitive theory, transaction cost theory, and social exchange theory which will be used to provide a meaningful path for the attainment of customer satisfaction.

This study identifies cultural values as a moderating variable to make relationship marketing programs more effective, and the relationship value as a mediator in predicting customer satisfaction. This adds more impetus to the ongoing research in relationship marketing and the service sector. The study is useful to the Board of Directors (BOD), Uganda Hotel's association, shareholders, and stakeholders. The BODs are the policymakers whose interest is value for the money the shareholders have invested while the stakeholders are interested in the result of their investment and efficient service delivery of the hotels.

The findings are crucial in fostering the achievement of global competitive advantage, and enhancement of service delivery envisioned in the Country's vision 2040. The

performance of the hotel industry will improve and create competitiveness by utilizing better relationship marketing programs that do propel and tame customer behavior, thus high performance.

In theory, this study is very resourceful in providing more information in the existing literature on the link between relationship marketing programs and customer satisfaction. Furthermore, the study gives more knowledge of the mediating effect of relationship value and the moderating effect of cultural values. The study also serves as a point of reference to academicians interested in this area and other related topics.

1.6 The Scope of the Study

1.6.1 Conceptual scope

Literature identifies the different variables to be investigated in this study. They are relationship marketing programs (relational programs), relationship value, cultural values as a moderating variable, and customer satisfaction. This research was designed to treat relationship marketing programs (relational programs) as an independent variable which enhances customer satisfaction. Relationship value is treated as a mediating variable and cultural values as a moderating value and customer satisfaction as a dependent variable. It is assumed that with proper utilization of relational programs, hotels should be able to positively enhance customer satisfaction. Social exchange theory is used to analyze relationship marketing programs (relationship marketing programs), as well as relationship marketing theory.

1.6.2 Geographical scope

The study investigated customer satisfaction through relationship marketing programs, relationship value, and cultural values as a moderator in selected hotels in

Uganda which is the case for this study and the researcher's country of origin. Uganda's growth of the hotel industry precipitated by the expansion of the tourism sector is the cornerstone as to why the researcher opted for this country. The tourism sector thrives well when the hotel industry is stable and growing (UBOS' report 2015).

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This study is intended to explain how hotels in Uganda attract and influence positively customers with an intention to maximize customer satisfaction. Three constructs namely; Relational programs, cultural values, relationship value, are hypothesized to explain the variance in customer satisfaction. Relational programs are conceptualized from relationship marketing theory and social exchange theory, models, empiricism in order to propel hotel management practices in Uganda with an aim of attaining customer satisfaction. Cultural values theoretical underpinnings and literature provide the conceptualization of cultural values concept. Relationship value is well guided by the transaction cost theory. This chapter, therefore, covers the review of literature that relates to variables under this study. It provides details that relate to both theoretical foundations and empirical conclusions that result from the previous studies carried out in different economies or sectors, but importantly, it provides features of relationship marketing programs in Uganda.

2.1 The Concept of Customer Satisfaction

According to Thomas Edison in Line Lervik Olsen, *et. al* (2014), the customer is the only boss. And he can lay off everybody in the company from the chairman on down, by simply spending his money somewhere else. Slogans such as “the customer comes first” or “The customer is king” are regularly used in business circles, (Line Lervik, Olsen Lars Witell & Anders Gustafsson, (2013). These slogans are utilized to denote the role of the client to the partners such as proprietors and workers of a service firm. The presence of such wordings is of vital significance and natural because the strategic objective of firms ought to be to improve client satisfaction and,

consequently, produce additional loyal clients and better financial results (Fornell et al., 1996). Client satisfaction (CS) is key to the victory of every organization in the hospitality sector and has been broadly studied and discussed in recent years due to its increasing significance to managers (Bi, Liu, Fan, & Zhang 2020). Customer satisfaction takes a key role in this process and a source of sustainable competitive advantage (Kumar et al., 2011). From the foregoing writers, it is evident that for any firm/organization to succeed, customer satisfaction should be exploited. According to (Eugene W. Anderson, Claes Fornell, & Donald R. Lehmann, 1994), client satisfaction is an increasing overall evaluation based on the total purchase and consumption experience with a good or service over time. The same writers go on to say that it is increasing satisfaction that encourages a firm's investment in customer satisfaction. Client satisfaction is a “psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service”, (World Tourism Organization, 1985).

According to Oliver's (1997) definition in Abdullah Mohammad Al-Hersh et al., (2014) it is considered the most broadly accepted definition where he defined satisfaction as a work of disconfirmation, which in turn may be a function of both expectations and performance. Spreng and Page, (2001) have found a direct effect of perceived performance on satisfaction. Kotler, (2000) detailed that there's common understanding that, "Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations. Based on this review, client satisfaction is defined as the result of a cognitive and effective evaluation, where some comparison standard is compared to the actual perceived performance. If the perceived performance is less anticipated, clients will be dissatisfied. On the other hand, if the perceived

performance surpasses expectations, customers will be contented. Or else, if the perceived prospects are met with performance, customers are in an indifferent or impartial stage.

Several scholars have written a lot about customer satisfaction in the consumer literature. The concept is at the core of marketing because if customers are not satisfied, it can have adverse effects on the future sales of the company. Customer satisfaction has been defined in many dissimilar ways by different writers Kotler inclusive, one of the Gurus in the marketing discipline. Kotler (2003), for example, defines satisfaction as “a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance (outcome) in relation to his expectations”. In line with Kotler’s definition, Ruiz-Molina, Gil-Saura, and Moliner-Velázquez (2015): De Wulf et al. (2013) define it in their study as “that emotional state which a consumer achieves as a result of appraising his relationship with the retailer”. According to the “disconfirmation of expectations” model, consumer’s motivation to poses such feelings of satisfaction depends on the evaluation of their perceptions of a product’s performance with their perceptions of a product’s execution with their desires, (Oliver, 1980 as cited assess the quality of overall benefit based on their desires and perceptions, which are to a great extent inferred from their encounters with the service. It ought to be famous that negative experiences during the negative experience are likely to diminish satisfaction whereas positive experiences may increment fulfillment levels. Whereas neutral experiences may have or not any impact on customer satisfaction.

Many of the theories on customer satisfaction seem to be inclined to cognitive psychology; a few have gotten moderate consideration, whereas other theories have

been presented without any experimental investigation. The nine theories incorporate expectancy disconfirmation, assimilation or cognitive discord, differentiate, assimilation-contrast, value, attribution, comparison level, generalized pessimism, and esteem statute (Oh and Parks, 1997). Abundant literature of different writers has attempted to relate customer satisfaction theories developed by consumer behaviorists to accommodation Barsky 1992; Ekinici and Riley (1998); Bilgihan, Okumus, Nusair, and Bujisic, (2014), restaurant Dube et al., (1994); Oh and Jeong, (1996); Lee, Kim, and Kim, (2012); Weiss, Feinstein, and Dalbor, (2004), airline Elkhani, Soltani, and Jamshidi, (2014), to foodservice and tourism Almanza et al., (1994); Lee, Kim, and Kim, (2012); Hudson and Shepard (1998); Pizam and Milman (1993); Zehrer, Muskat, and Muskat (2014) to investigate the applicability of customer satisfaction to the hospitality and tourism industries.

In spite of the fact that different approaches clarify client satisfaction and dissatisfaction, the most broadly is the one proposed by Richard Oliver (1980), who proposed the anticipation disconfirmation theory. Agreeing to this theory, which has been tried and affirmed in a few ponders Oliver and DeSarbo (1988); Piercy, and Ellinger, (2015); Tong, and Walther, (2015); Lankton, and McKnight (2012); Hsu (2003), clients procure products and services with pre-purchase desires about expected performance. Once the item or service has been obtained and used, outcomes are compared against desires. When the result matches desires, affirmation happens. Disconfirmation happens when there are contrasts between the desires and the results. Negative disconfirmation happens when item or service execution is less than anticipated. Positive disconfirmation happens when product or service execution is superior than anticipated. Satisfaction is caused by confirmation or positive disconfirmation of customer desires, and dissatisfaction is caused by negative

disconfirmation of buyer desires. This approach is well-grounded in the work of Bowen and Shoemaker (2003) who castigate that in the study about customer loyalty in the hotel industry, it was found out that customer satisfaction measures how well each transaction in a given company, meets a customer's expectations emphasizing customer satisfaction necessity. From the foregone discussion, one can therefore agree to the notion that the customer satisfaction concept is intertwined in customer's experiences in each encounter. This is reinforced by Schmitt (2003) who says that satisfaction is probable to be a result of the process of managing customer experiences. Customer satisfaction in general can be said to be changing from low caliber to high caliber, in other words varying from high satisfaction to low satisfaction.

Studies from different writers such as Bitner *et al.* (1990); Cronin and Taylor (1992); Ramseook-Munhurrun and Naidoo (2011); Sudin (2011) give an expression to customer satisfaction as consisting of those feelings of contentment or discontentment that customers have about the services provided by a company. Satisfaction implies giving products and services that make particular levels of seen esteem for the client so that the client remains engaged positively with the organization, (Wicks & Roethlein, 2009). It should be noted that the role of Customer satisfaction according to Line Lervik Olsen. *et al* (2014), point to the firm's performance. The writers go on to say that it leads to high performance and has a relationship to market share and the financial results of the firm, (Fornell *et al.*, 1996). In this era of changing patterns of consumption (White and Kokotsaki, 2004), consumer choices keep on changing and alter consumer demands, it is therefore imperative to explore such progress in order to remain relevant in the hospitality sector and gain awareness and up-to-date knowledge. When one gets into the literature of customer satisfaction and the

constructs that underpin the concept as well as behavioral, the focus of this study is to exploit the most significant elements of satisfaction and behavioral intentions. This study not only aims at adding to the existing literature of this concept or to challenge the status quo from the previous studies but also seeks to identify potential new developments based on the aspects, illustrated in the given framework.

In this era of intense competition, hotels need to identify their weaknesses and be able to respond by developing relevant marketing operational strategies and policies in order to improve customer satisfaction (Hsiao et al., 2016; Mariam Shahzadi, Shahab Alam Malik, Mansoor Ahmad & Asma Shabbir, 2018). Customer satisfaction is an important element in any business set up since it significantly influences customer intentions to repurchase (He & Song, 2009). It predicts customer loyalty and leads to the attraction of new customers Barber et al., (2011); Tuu and Olsen, (2009) in turn more benefits as a result which increases the performance of the company (Brunner et al., 2008). In this regard, it should be noted that the concept of customer satisfaction in the marketing literature has positioned itself in the eyes of the research and various scholars have researched on it as theory- embedded compared to most other studies (Oh et al., 2017). Numerous quantitative studies have proposed that service, food, and physical environment are the highest components causative to eatery customers' satisfaction (Ma et al., 2011; Namkung & Jang, 2008; Ryu & Han, 2010; Mattila, 2001; Mariam Shahzadi, Shahab Alam Malik, Mansoor Ahmad & Asma Shabbir, 2018).

Customer satisfaction continues to be at the center stage in business organizations. According to Eugene W. Anderson, Claes Fornell, & Donald R. Lehmann (1994), a number of several factors are enumerated as key benefits of high client satisfaction for

the firm. There is a belief that high client satisfaction leads to better loyalty from the present clients, cheap price elasticity's, current customers insulation from outside competitors, future transactions of lower cost, failure costs that are reduced, attracting new customers at a lower cost, and an improved status for the firm.

When there's high loyalty from the current customers, more goods and services will be repurchased hence customer retention. It also argued that once there's high customer loyalty the firm's economic returns will be increasing, (Reichheld & Sasser 1990; Eugene W. Anderson, Claes Fornell & Donald R. Lehmann, 1994). The more loyal the customers become, the longer they are likely to continue purchasing from the same supplier of any service or good hence customer satisfaction.

According to Oliver (1980) in Carol Lu, Celine Berchoux, Michael W. Marek and Brendan Chen (2015) satisfaction is defined as “a function of an initial standard and some perceived discrepancy from the initial reference point”, and he goes on to use the expectation disconfirmation model to propose that when consumers develop expectations about a product before purchasing, customers will compare its quality and performance against their expectations. Against this background customer satisfaction level is attained. William (2002) in the same line points to the outcome, which is customers' positive attitude towards a product or service which in turn leads to repeat purchase. In the same vein, the same writer argues that when customers leave with negative attitudes, there's a likelihood of less repeat purchase.

The concept of customer satisfaction mostly in the emerging economies continues to be a critical issue if any business is to succeed. Writers such as Carol Lu, Celine Berchoux, Michael W. Marek, and Brendan Chen (2015), have pointed out that profoundly satisfied clients mean that the actual execution is more noteworthy than

their desires, which causes the client to purchase the same item once more. When the genuine execution is more awful than expected and clients are disappointed, a negative reaction happens (Hirschman, 1970; Carol Lu, Celine Berchoux, Michael W. Marek & Brendan Chen 2015).

According to Line Lervik Olsen Lars Witell Anders Gustafsson, (2014), assert that many firms utilize customer satisfaction measurements to evaluate the performance of goods, services and employees which in turn influences customer attitudes and behavior (Peterson and Wilson, 1992, Johnson and Gustafsson, 2000). It should be noted that customer satisfaction is believed to be a precursor for firms' performance which is reflected in the market share and financial results, (Fornell et al., 1996) in Line Lervik et. al, (2014). Important to note is that measuring customer satisfaction is the largest annual market research expenditure that a firm makes (Wilson, 2002). Despite the importance of customer satisfaction, its implementation strategies seem to be far from being realized soon, (Morgan et al., 2005).

Abraham Pizam Valeriya Shapoval and Taylor Ellis, (2016), regard customer satisfaction as the leading criterion for shaping the quality dimension that is essentially delivered to customers through the product/service and by the accompanying servicing (Vavra, 1997, 2002; Ganguli and Roy, 2011; Gil, Berenguer, and Cerver, 2008). From the foregone discussion, it can be said that customer satisfaction is important for the survival of any corporate or a firm. Many studies recognize customer satisfaction's importance and say that it costs a lot, in terms of time, resources in order to attract new customers than to retain the existing one (Naumann, 1995; Helm, Eggert & Garnefeld, 2010; Xu & Goedegebuure, 2005 Abraham Pizam Valeriya Shapoval Taylor & Ellis, 2016). This creates the challenge

of maintaining high levels of service, awareness of customer expectations, and improvement in services and products, which brings justifies relationship marketing programs.

Customer satisfaction measurements are prudent for any firm or corporate whether in the service sector or any other type of sector. It's essential for several reasons among which include providing the customer with an understanding which defines the quality of service and products, which aspect enables the customer satisfaction development questionnaire, (Abraham Pizam Valeriya Shapoval Taylor Ellis, 2016).

Accordingly, the same writers (Abraham Pizam Valeriya Shapoval Taylor Ellis, (2016) argue that customer satisfaction is imperative to all firms or organisations since it influences repeat purchases and word-of-mouth recommendations, this is reinforced by some scholars among which include; (Berkman & Gilson, 1986; Tsao, Hsieh, 2012; Abubakar, & Mavando, 2014; Kwun, Ellyn & Choi, 2013; Ha &Hyunjoo, 2012). Customer satisfaction is regarded as the cheapest means of promotion (Kozinets, Valck, Wojnicki & Wilner, 2010; Ha & Hyunjoo, 2012). Various researchers have found that this ratio ranges from about 10 to 1Knutson, (1988) to 5 to 1 Naumann,(1995) in Abraham Pizam Valeriya Shapoval Taylor Ellis, (2016). To be fruitful, a client satisfaction estimation program must come from and be joined into the firm's corporate culture (Naumann, 1995, p. 12). In today's competitive environment, one of the most vital objectives of corporate societies is retaining and satisfying current and past customers. Experience shows that only "consumer-oriented" corporations can achieve this goal. It is mentioned that some companies pay much attention to the needs and wants of explicit target groups and then work hard to maximize satisfaction with the product or service being offered

(Vavra, 1997; Vavra, 2002). Instead of waiting for customer complaints to let the company know when something isn't satisfactory or wrong, a "consumer-oriented" corporate culture seeks continual feedback from customers through repeated customer satisfaction measurements (Vavra, 1997; Vavra, 2002). From such foregone discussion, one can say that client satisfaction is of paramount importance if companies are to survive the current wind of competition

2.1.1 Measuring customer satisfaction

It has been observed that customer satisfaction measurements serve two roles; thereby providing information and enabling communication with customers, (Abraham Pizam Valeriya Shapoval Taylor Ellis, 2016). In the same line with Vavra,(1997), (2002), contend perhaps the essential reason for measuring client satisfaction to collect data, either with respect to what clients say that ought to be done differently or to survey how well an organization is right now assembly its customer needs. According to Abraham Pizam et,al (2016), it should be noted that a secondary, but no less important function of customer satisfaction measurement in hospitality enterprise, is that of surveying customers and an organization demonstrates its interest in communicating with them to find out their needs, pleasures, displeasures, and overall well-being. Measuring every customer's satisfaction sometimes appears impossible, but one can take on other opinions, and others who observe this process be given a sense of importance and recognition, (Abraham Pizam et. al 2016).

The measuring of customer satisfaction reasons may vary from organization to organization. However, in the eyes of Naumann (1995); Abraham Pizam (2016), it is believed some objectives influence it. Among it is said there are five objectives which are most common which include; first get near to the client: Understand what

attributes are the most vital to clients, discover which qualities influence the customer's choice making, the relative significance of the qualities and get a performance assessment of how well the firm is conveying each property. Secondly, measure nonstop enhancement. The qualities significant to the client are linked directly to value-added forms within the firm/hotels and are put into a form consistent with the inside estimations utilized to assess the method. Thirdly, achieve customer-driven enhancement. Not all clients are similarly profitable sources of innovation. This requires a comprehensive database that tracks not only sales but also sources of advancements. Fourth, degree competitive qualities and weaknesses. Determine client recognitions of competitive choices. Usually accomplished by surveying possible and future clients as well as current and past clients.. Fifth, Link Customer satisfaction measurement data to internal systems (Abraham Pizam et, al 2016).

To measure customer satisfaction, it is said that one must anticipate which dimensions or attributes of the product or service customers use in their overall quality service assessment. There are generic service dimensions advanced by different scholars forexample the ones proposed by Fitzsimmons and Fitzsimmons (1998), Czepiel et al. (1985), Lovelock (1985), and Fiebelkorn (1985) and hospitality-specific dimensions such as the ones proposed by Reuland et al. (1985), Davis and Stone (1985), Lewis (1987), and Cadotte and Turgeon (1988). The attributes management might need to measure may be insignificant or irrelevant to customers' needs. Hence, by looking over clients about the significance of each attribute, supervisors can get profitable and incontestable data about which quality to incorporate within the estimation. The objective is to adjust management's key data needs with customers' needs and issues (Vavra, 1997). The constructs on which customer satisfaction in this study will be based and measured is according to Churchill and Surprenant (1982) and adopted by

Caruana (200) who identified the following three generic dimensions; Expectations, perceived performance, and disconfirmation and satisfaction. This study adopted the three dimensions in order to measure customer satisfaction.

2.2 The Origin of Relationship Marketing Programs

2.2.1 The concept of relationship marketing

Relationship marketing is a marketing paradigm according to Jin-Soo Lee, Seongseop Kim, and Steve Pan, (2014). It is a paradigm that has evolved from transactional to long term relationships. Beetles and Harris (2010), Grönroos Grönroos (2017), and Jin-Soo et al., (2014) argue that the RM concept has a great significance in developing and sustaining long-lasting customer relationships which have become a norm in the marketing literature thus relationship marketing programs (Hennig-Thurau et al., 2002). From Morgan and Hunt, (1994), Relationship marketing is taken as the process by which a firm develops and maintains enduring customer relationships to retain profitable customers via continuing relational exchanges. In the same line another scholar by the name of Sheth, in his effort Sheth (1996), concurs with the definition.

Izogo (2016) describes relationship marketing in consumer markets as a process of drawing in, keeping up and upgrading shopper connections and arrange to meet the objectives of both parties an aspect that makes relationship marketing programs important . The rise of relationship marketing programs is closely linked to the development of the service sector characterized by long-term customer relationships, which centers on customer-hotel interaction, and client contribution in service results Gummerus, von Koskull, and Kowalkowski (2017). Subsequently, researchers have suggested that relationship marketing represents a paradigm shift in marketing. Izogo and Ogba (2015) contend that it contrasts the marketing mix management approach

where discrete transactions dominate. In such an environment where marketing is based on relationships and keeping customers is regarded important as getting them, a lot needs to be done in terms of structures and customer behavior is concerned Izogo, Ogba, and Nwekpa (2016). One issue to note is that relationship marketing's implementation needs to be context-driven due to economic, cultural, and environmental discrepancies across countries, Lages, Lancastre, and Lages (2008). These differences are meaningful that the formulation of relationship marketing programs based on contemporary Western norms of behaviour may not function well when transplanted into emerging economies (Flambard-Ruaud, 2005). It should be noted that most of the discussions in this area of RMPs' implementation is mainly contextualized in the western culture as highlighted in the work of (Athanasopoulou, 2009), and not much in the African setting. This contradicts the African way of life where relationships are crucial if business activities are to succeed.

The concept of relationship marketing unreservedly represents the ongoing mutuality of selected valued customers. The mutuality principle is premised on the returned favors of individuals who give benefits/customers, (Morales, 2005). With respect to selective customers, this principle involves treating valued customers preferentially. Relationship marketing evolves from the view that a service provider cultivates relationships with regular customers by offering customized and differential benefits (Vargo and Lusch, 2004), which drives sustainable marketing relationships (Lacey et al., 2007).

For example, Grönroos (1991) asserts that, since relationship marketing stresses personalized client interaction, service, and industrial goods, firms are better suited to relationship marketing than are buyer merchandise firms. Customer firms that provide

vital, variable, and complex services (Berry, 1995), and those which can enhance social programs by offering clients a sense of recognizable proof with the firm (Bhattacharya et al., 1995), may be particularly well-suited to relationship marketing. However, the business-to-business promoting literature has long recognized that relationship ventures improve relationship execution (Palmatier, Dant, Grewal, & Evans, 2006, Palmatier, Gopalakrishna, & Houston, 2006, Palmatier, Scheer, Houston, Evans, & Gopalakrishna, 2007). Though in some literature there's some hesitation from practitioners who argue that the investments into the relationships are not synonymous with the returns, (Anderson, Jap, 2005). In this area, there has not been a clear study to indicate a linear relationship from the investments and the benefits to the suppliers.

2.3 Relationship Marketing Programs

The importance of the concept of relationship marketing programs has been discussed by several writers especially in the marketing discipline. There has been a lot of discussion of relationship marketing programs evolving on relational programs such as financial programs, social programs, and structural programs. Ahmad Shammout, Michael Polonsky, Michael Edwardson (2012), in their effort to explain what are relational programs in relationship marketing posit that there have been a variety of relational programs that are deemed necessary to exist between a service provider and customer. (Liljindar and Strandivik, 1995, in Ahmad Shammout, Michael Polonsky, Michael Edwardson 2012, together with Wilson and Mummalaneni, 1986. Lin, Weng and Hsieh 2003) conclude that businesses can build customer relationships by developing one or several types of programs. In Ahmad Shammout, Michael Polonsky, Michael Edwardson (2012), it is believed that there are four types of relational programs; financial, social, structural and confidence programs which are

considered to be important in securing customer satisfaction. This is supported by Berry and Parsuraman, 1991; Berry, 1995; De Wulf, Odekerken-Schröder and Iacobucci, 2001; Hsieh, Chiu and Chiang, 2005; Liang and Wang, 2005; Lin, Weng and Hsieh, 2003).

It is argued that both parties (customers and service providers) must benefit from the relationship to develop in order to maintain enduring ties. Catherine Cheung, Haiyan Kong, Haiyan Song, (2014), go on to say that for the customers, relationship benefits aside from core service are central to the success of sustaining relationship value with a service provider. According to Haiyan Kong, Haiyan Song, (2014) defines relational benefits as “the benefits consumers receive apart from the core service” in return for their enduring patronization with a service provider thus relationship value. From the fore mentioned writers, it can be re-affirmed that the concept of relational programs is key in the implementation of relationship marketing and maximization of customer satisfaction.

Previous studies have identified three categories of relational programs, financial, social, and structural, according to Shammout (2020). These follow a systematic format that starts with financial programs, which is characterized by short-term purchase incentives, such as discounts. The second level, social programs, develops from personalized service delivery and the transformation of customers into clients Alzaydi, Al-Hajla, Nguyen, and Jayawardhena (2018).

Structural programs define the third level and emphasize value-added services that help clients to be more efficient. From C.-C. Huang, Fang, Huang, Chang, and Fang (2014) identify additional programs and three relational programs as particularly well-

suited to the studies of consumer-firm relationships and thus are frequently adopted in most of the literature in marketing.

From Mousavi and Ardakani (2016) relationship marketing programs establish psychological ties that prompt customers to sustain relationships with a service firm/hotel and maintain an expectation of reciprocity according to Smith and Barclay, (1997; Wulf et al., 2001). Jin-Soo Lee Seongseop Kim Steve Pan, (2014), assert that customer's perception of relationship marketing programs is central to the reciprocation guideline, which states that clients give a commensurate reward for a service provider's favor (Bagozzi, 1995). The relational strength between a hotel and its clients can be built on the amount and the nature of the relational benefits emanating from the service supplier (Bove and Johnson, 2000). The arrangement of relational benefits, pointed at developing long-term ties with regular hotel clients, is perceived as the investment of time, endeavors, and other hopeless assets in the relationship. From the forgone discussions it is agreed that services firms/hotels should devote much time to develop relational programs in order to create links with the customers which in turn will help to attain a relationship that lasts over a long time, Chao-Chin Huang Shih-Chieh Fang Shyh-Ming Huang Shao-Chi Chang Shyh-Rong Fang, (2014). Literature also points out that failure to exploit financial, social, structural, and confidence programs which are central to the relationship marketing approach, hotels increase the customers' opportunity costs of breaking relationship with them (Berry, 1995; Seiders et al., 2005). Previous studies exhibit the significance of these types of programs to firms' overall performance in relation to enhancing customers' satisfaction, (Cater and Cater, 2009; De Wulf et al., 2001; Gounaris, 2005; Smith, 1998) in Chao-Chin Huang Shih-Chieh Fang Shyh-Ming Huang Shao-Chi

Chang Shyh-Rong Fang, (2014) in Chao-Chin Huang Shih-Chieh Fang Shyh-Ming Huang Shao-Chi Chang Shyh-Rong Fang, (2014).

The significance of relational programs in the enhancement of customer satisfaction is currently well anchored in the literature of (Berry, 1995; Hsieh et al., 2005; Reichheld, 1993, 2001; Stokburger-Sauer et al., 2012) in Chao-Chin Huang Shih-Chieh Fang Shyh-Ming Huang Shao-Chi Chang Shyh-Rong Fang, (2014. Customer satisfaction among these is mainly an authoritative source of firms' competitive advantages, and in result has pulled in much research consideration (Auh et al., 2007; Chaudhuri and Holbrook, 2001; Johnson et al., 2006; Rust et al., 2004). Researchers have conceptually proposed that social programs might associated with each other Gwinner et al., 1998; Palmatier et al., 2006); be that as it may, there is no empirical study to find out this effect of interaction. Chiu et al. (2005) proposes this interactivity as a critical research gap and proposes that future research might empirically confirm the interactive impacts of social programs. The measurement tool for the dimensions of marketing relationship programs was adopted from previous studies as follows; Luu et al. (2018). The programs can be well explained below;

2.3.1 Social programs

In an attempt to define what is a social program Luu et al. (2018) puts it as the degree of Social programs that involve efforts to convey special status and personalize the relationship. Partners derive personal and non-economic satisfaction from exchange relationships that are essential for enduring, social exchange (Dwyer et al., 1987). Different scholars have emphasized that social programs have a positive effect through interpersonal interaction on relationship variables that include satisfaction according to (Cater and Cater, 2009; Chen and Chiu, 2009; Hsieh et al., 2005; Huang and Yu, 2006; Lin et al., 2003; Nath and Mukherjee, (2012) in Chao-Chin Huang

Shih-Chieh Fang Shyh-Ming Huang Shao-Chi Chang Shyh-Rong Fang, (2014). Satisfaction is also understood to have a significant influence on consumers' connection to firms/hotel (Grisaffe and Nguyen, 2011; Thomson, 2006; Vlachos et al., 2010) in Chao-Chin Huang Shih-Chieh Fang Shyh-Ming Huang Shao-Chi Chang Shyh-Rong Fang, (2014). Therefore one can deduce that social programs which are probable to wield effects that are positive on the attitudinal connection of customers.

2.3.2 Structural programs

According to Luu et al. (2018), structural programs exist when a business enhances customer connections by offering solutions to client issues within the form of service-delivery frameworks, instead of remaining subordinate upon the skills of building a relationship of individual providers of service (Lin, Weng, and Hsieh, 2003; Sheth and Parvatiyar, 2000) in Ahmad Shammout and Micheal Polonsky (2012). Structural programs are fundamental for services like lodgings since they give embedded services that add value to the clients that are not promptly replicated by a competitor (Berry and Parasuraman, 1991). Berry and Parasuraman (1991) and Berry (1995) consider these programs to be at the most noteworthy level of relationship marketing commonly referred to as level three. Structural programs are distinguished in this study as basic solutions to the problems of the customers that are as well difficult or costly for clients to obtain by themselves. Given that these strategies are value-added assets and solutions; they are expected to have a positive impact on customer satisfaction. Structural programs have an effect that is significant in the protection of the interests of the selling firm/hotel by increasing the buyer's switching costs and negating the rewards of changing to a lower-cost supplier (Turnbull & Wilson, 1989). Structural programs are also effective in enhancing the satisfaction of the customer (Chiu et al., 2005).

2.3.3 Financial programs

Financial programs are commonly referred to as marketing means to enhance customer satisfaction. Firms such as hotels exploit these elements so that they achieve economic benefits and to maximize customer satisfaction. Financial programs are normally used in form of economic benefits for instance discounts, price, and other financial motivations that are given to regular customers to safeguard their satisfaction in terms of service delivery (Berry and Parsuraman, 1991; Berry, 1995; Hsieh, Chiu and Chiang, 2005; Lin, Weng and Hsieh, 2003).

2.3.4 Confidence programs

Confidence programs according to Mafalda Lima et al., (2015) define them as “perceptions of reduced anxiety and comfort in knowing what to expect in the service encounter”. This in turn decreases the risk in services and builds trust which is key in providing feelings of assurance to customers and improves satisfaction. It should be noted that this sense of certainty and trust may be inseparably tied to the quality of the center service within the hotel. Hence, these programs are seen to be highly important in holding connections and are anticipated to impact the customer satisfaction positively.

2.4 Relationship Value

Different scholars have come up with several definitions of relationship value. It is normally taken as a result of a two-way relationship that enhances partner competitiveness (Barry & Terry, 2008; Perkins, 1993; Wilson & Jantrania, 1994) in Hua Song Kangkang Yu Samir Ranjan Chatterjee Jingzi Jia, (2016). Golicic and Mentzer (2006) defined the relationship value as “the perception of the benefits received from the relationship minus the costs paid for the relationship”. It should be

noted that the definition derives its existence from the customer's subjective perception. From a managerial perspective, scholars such as Cheung, Myers, and Mentzer (2010) define relationship value as the benefits that are received and perceived by customers and suppliers with regard to their expectations from a business exchange relationship. He goes on to operationalize it in four services which include; service quality, delivery performance, technical know-how, and communication. The measurements are as John T. Mentzer et al., (2010); Roos et al (1997); and Roger Baxtera, Sheelagh Matear (2004). The constructs form the basis on which relationship value was measured and the items were developed.

In the endeavors to define relationship value, the concept manifests into two distinct types of benefits; tangible and intangible, (Baxter and Matear 2004). The same writers go on to say that tangible value is a multifaceted inherent aspect that results in efficiency and reduction in costs. On the other side, intangible value outcomes normally symbolize the values that signify a continuing relationship benefits which increase future trading ability. It should be noted that this study assesses relationship value about customer expectations and the responsibility of the company to meet these expectations in a long-term relationship with the service provider contributing to a reduction in the sacrifice of the customer.

In this study, relationship value is conceptualized in terms of the qualitative estimates of value according to behavioral elements. These include the following; Four categories are noted namely, the human, organizational, relational, and informational resources. These are the major focus and of specific interest to this research. Although past studies linked relationship value with customer satisfaction (Ngoc Luu et., al 2017; Faroughian, Kalafatis, Ledden, Samouel, and Tsogas, 2012; and Ulaga and

Eggert, 2006), most of the literature streams discussed have been much on tangible benefits that result from the interaction between the customer and the supplier. It should be noted that the customer is key in the directional process of product-service provision. This is because the customer is both the service receiver and service producer, in the service provision the customer shares the ideas and information with the provider which in turn helps in providing the right product or service. This duality infers that the items and services stream from the providers to the customers, whereas the data related to the requirements and inclinations stream from the customers to the providers (Jain & Singh, 2002; Lytle & Timmerman, 2006; Ramaswamy, 2008; Shaw, Subramaniam, Tan, & Welge, 2001).

2.5 Cultural Values

According to Tigre Moura, Gnoth, and Deans (2015), cultural values are the genuine and most significant feature of a cultural manifestation even though intangible. The writers go on to say that they characterize “broad tendencies which make customers prefer certain services over others” when dealing with sentiments or fiendish versus good, dangerous versus secure, and ethical versus shameless and are learned within the starting stages of life. In the marketing literature, consumer satisfaction involves a comprehensive array of phenomena, and cultural factors have emerged to be of great importance in influencing consumer’s decisions Sharon Shavitt and Hyewon Cho (2015). It is said that culture shapes consumer’s desires and how they respond to goods and services, Torelli, Özsomer, Carvalho, Keh, and Maehle (2012). From such assertions, it is evident that cultural values have an impact on customers’ choice of services as well as products, an aspect that influences the maximization of customer satisfaction. According to Torelli CJ, Shavitt S (2010), cultures develop different opinions of what is necessary and meaningful to do with incomes and also influence

the processing approaches and consumers' thinking styles. Schwartz (1999) from his many write-ups defined cultural values as any form of beliefs which are abstract in nature, shared by the society in terms of what is good, right, and desirable. In this regard, it is noted that cultural values are fundamental principles that guide individuals on what is appropriate in any circumstantial situation.

Hofstede's (2011) definition of culture brings in the element of "the collective programming of the mind" an aspect that differentiates a group of people from another. Many times researchers have tried to study culture by looking at it from the national culture perspective. This approach has underestimated the differences between regions in the same national boundaries or countries. It from this approach that an important paradigm for theory development in the intercultural analysis of consumer behavior which transcends consumer behavior with underlying, universal cultural characteristics (Tang, 2017) that is focused on, to be able to understand the regional differences within countries.

Hofstede's four-dimensional cultural model has been most commonly embraced to evaluate national culture in marketing and consumer research (Mazaheri et al., 2011; Mazaheri et al., 2014; Tang, 2017). In Luo Lu, Robin Gilmour & Shu-Fang Kao (2001) it is brought up well that cultural values are important. From the same scholars, cultural values are a major determinant in influencing happiness which is a precursor to customer satisfaction. The studies have gone ahead to examine the relationship that is between cultural values and happiness in different nations. However, this study focuses on a single country but in different regions. This is well espoused in other scholar's work which has frequently investigated culture by comparing findings between countries; it is acknowledged that studies have

disregarded the cultural groups inside a certain nation (Farh et al., 2007). Regularly, contrasts between cultural groups, who possess the same standards, religion, dialect, and way of life, perhaps more grounded than that between nations (Farh et al., 2007; Clugston et al., 2000).

In precise terms, it's worth noting that consumers exhibit cultural differences in various ways in which they feel mindful for other people, and in turn their desires for others' behavior toward them, additionally the behavior of service suppliers. From Royle et al.'s theory (2005), human behavior is more regularly formed by individuals' subjective convictions in their capability to achieve, instead of from autonomous conditions. Soon-Ho Kim, Min-Seong Kim, Stephen Holland, Hye-Sook Han, (2016), from a viable point of view, society has advanced into bunches of people with differentiable values setting them separated from other groups as per locales. From a theoretical point of view, it is contended that a center on the cultural values of neighborliness customers can offer assistance researchers to find a new relationship, including a more extensive range of moderating variables frequently not recognized.

Culture is of great importance if service provision is to be rational, Masoud Karami Mohamad Mehdi Maleki Alan J. Dubinsky (2016). Different writers have pointed out the need for cultural values in service provision. Dash et al., 2009; Furrer et al., 2000; Li and Cai (2012) in Masoud Karami Mohamad Mehdi Maleki Alan J. Dubinsky, (2016) all concur that cultural values are major determinants of consumer behavior thus customer satisfaction. They highlight that it affects service quality expectations and perceptions. Research has continued to grapple with the actualization of satisfaction to consumers across countries (Furrer et al., 2000). Scholars such as Bianchi (2001), Dash et al. (2009), Furrer et al. (2000), and Polsa et al. (2013) have

established that consumers from diverse cultures have expectations that are dissimilar and discernments of service quality.

From Hills (2002) and Ma, Yang, and Yoo (2020) presentations on cultural values, he says that cognitions, attitudes, emotions, and behaviors are built on one's values, and goes on to say that personal values influence behavioral decisions and consumer behavior. This assertion is supported by Cai and Shannon, (2012); Hau and Thuy, 2012; Thuy and Hau, (2010). This is because service encounters involve learned and unchanging behavioral patterns from customers. It should be noted that service providers and customers' cultural norms or traditions do affect the service quality expectations, (Kelley and Thibaut, 1978; Solomon et al., 1985). According to Schwartz, (2004), Schwartz, Melech, Lehmann, Burgess, Harris, and Owens (2001) values are cultural ideals that express ideas that are shared of what is alluring in a certain group of people. They go on to say that that "values are desirable, trans-situational goals, varying in importance, that serve as guiding principles in people's lives."

Numerous studies have taken up the idea of value to be much dominant in the service sector. For example, in Masoud Karami Mohamad Mehdi Maleki Alan J. Dubinsky, (2016), many scholars have utilized Hofstede's (1980) value scale to service that is quality (Dash et al. 2009; Donthu and Yoo, 1998; Mattila, 1999; Maholtra et al., 1994; Stauss and Mang, 1999; Polska et al., 2013; Winsted, 1997); (2) Rokeach's (1967, 1973) cultural values to attitudes (Pitts and Woodside, 1986); (3) Kahle's (1983) cultural values to travel personality and style (Madrigal, 1995), perceived service quality (Ladhari, Pons, Bressolles, and Zins., 2011), and tourists consumer behavior (Li and Cai, 2012); (4) Schwartz's (1992) cultural values to shopping mall

behavior (Cai and Shannon, 2012); and (5) Lages and Fernandes's (2005) cultural values to consumer behavior and loyalty (Thuy and Hau, 2010) and service value (Hau and Thuy, 2012). It's not a contestable issue, investigation in this area of cultural values has majorly embraced Hofstede's cultural values model.

In furtherance of cultural values scholars such as Scholars like Prasongsukarn (2009), utilized the model and established that cultural variables such as power control distance, individuality, and high vulnerability evasion, are positively correlated to high service quality desires. This is supported by Schwartz' theory whereby he asserts that consumer behavior, an umbrella of customer satisfaction is well explained through the inclusion of cultural values. Exploiting the works of Hofstede, Dash et al. (2009), it was concluded that national culture influences service quality expectations in the banking sector, an aspect that is similar to the hotel industry. This is supported by Furrer et al. (2000), when he utilized Hofstede's framework in his study of retail bank service quality to develop their Cultural Service Quality, as a result of cultural values which predicts customer satisfaction.

Tsang (2011) says that attitude and behavior have been found to be influenced by the cultural values can give extra experiences into understanding the behavior and states of mind of customer benefit workers on the provision of services. As Reisinger and Turner (1998) demonstrated, in spite of the fact that a few behaviors are all inclusive, such as being respectful, genuine, earnest, friendly, and respectful, there are cultural contrasts in social distance, bodily contact, self-presentation, gestures, facial expressions, status, and politeness. Upon such discussions, the cultural values measurements are adopted as per Tsang (2011) and House et al., (2002). Concurring to Schwartz et al. (2012), openness to alter values focus on readiness for modern

thoughts, activities, and experiences. Preservation values signify limiting one's behavior, emphasizing steadiness, and keeping up the status quo (in this way maintaining a strategic distance from change). Self-enhancement values relate to an individual's seeking after his or her interests. Self-transcendence values involve going past one's interests for those of others. To tap the three dimensions as per Tsang (2011) and House et al., (2002) the aforementioned values, respondents were asked—on a 5-point scale (1 = “Strongly disagree to 5 = “Strongly agree. This variable was considered as a matter of distinctive aspects that three aspects of amalgamation with customers, inside integration, and integration with workers are more in literature and mainly this study utilized shared values, identities, and beliefs of customers which formed the basis of this research.

2.6 Theoretical Framework

The theoretical line of this study will be guided by social exchange theory by Homans (1961), Blau (1964) and Thibaut and Kelley (1959), and relationship marketing theory Jeffrey E. Lewin & Wesley J. Johnston (1997); Kristian Möller & Aino Halinen (2010). These theories justify and support the study as follows;

2.6.1 The Theory of Planned Behavior, Three-factor theory, and Social Exchange Theory

The theory of planned behavior is an expansion of the theory of contemplated activity (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) made fundamental by the first model's impediments in managing behaviors over which individuals have inadequate volitional control. The TRA was particularly planned to anticipate human behaviors under total volitional control. That is, this theory expected that most of the individuals' decisions/behaviors are inferred from the intensity of volitional

endeavors for the particular decisions/behaviors. Agreeing to this theory, people are levelheaded and motivation-based in their decision-making forms and make a rational choice among different options (Fishbein and Ajzen, 1975). The TPB hypothesizes three conceptual determinants of purposeful. Particularly, the intention is based on such factors as a state of mind toward the behavior, subjective standard, and seen behavioral control. Concurring to Ajzen and Fishbein (1980), state of mind toward the behavior alludes to the degree of positive or negative evaluation/appraisal of behavior performance an individual's. This posits that what causes beliefs include; personal and observational experience, personality, demographics, environment, and culture, thus customer satisfaction.

The three-factor theory by Matzler & Sauerwein, (2002) holds that three factors of satisfaction can be distinguished: excitement attributes, basic attributes, and performance attributes (Albayrak & Caber, 2015; Kano, Seraku, Takahashi, & Tsuji, 1984; Lai & Hitchcock, 2016; Matzler et al., 2004). This is well echoed in the expectation-disconfirmation paradigm (Oliver, 1980), which says that the satisfaction customer is the discrepancy between the expectations of the customer and the perceived performance/quality). The study used the theory of planned behavior (TPB), a lee way to the theory of reasoned action (TRA) (Ajzen, 1991; Ajzen and Fishbein 1980), to get a better understanding of clients 'satisfaction in the hotel industry with the inclusion of relationship marketing programs mediated and moderated by relationship value and cultural values respectively in post-purchasing decision-making formation.

Social exchange theory hypothesis looks on the "bright" side of how relationship-specific ventures can actuate appreciation and correspondence behavior Luu et al.

(2018). It is one of the most significant social conceptual paradigms for comprehending workplace behavior and how a hotel can exploit its environment for its advantage. In this study, consideration of two theories is focused on to be logical in explaining how relationship marketing programs affect relationship value and consequently maximizing customer satisfaction. In this sense, both social exchange and relationship marketing theories could offer assistance to clarify diverse results of particular investments in relationship marketing programs, which incorporate social programs, structural programs monetary programs, and confidence programs within the hypothesized model. Its venerable roots can be traced back to at least the 1920s (e.g., Malinowski, 1922; Mauss, 1925), bridging such disciplines as anthropology (e.g., Firth, 1967; Sahlins, 1972), social psychology (e.g., Gouldner, 1960; Homans, 1958; Thibault & Kelley, 1959), and sociology (e.g., Blau, 1964).

Although different views of social exchange have emerged, theorists agree that social exchange theory involves a series of interactions that generate obligations to maximize customer satisfaction (Emerson, 1976). Inside social exchange hypothesis (SET), these interactions are regularly seen as interdependent and unexpected on the activities of another individual (Blau, 1964). SET moreover emphasizes that these interdependent transactions have the potential to produce high-quality connections, which occur as we shall see only beneath certain circumstances.

From the works of Dwyer, Schurr, and Oh's (1987), the writers integrated relational contract hypothesis (Macaulay 1963; Macneil 1980) with social trade model (Blau 1964; Thibaut and Kelley 1959) to create a system of buyer-seller relationships in which exchanges lie on a continuum from discrete to relational transactions. Dwyer and colleagues moreover offer a wide extend of relational constructs (believe,

commitment, norms, reliance, equity, struggle, participation, and communication) that they suggest are instrumental in relationship advancement and disintegration. It is believed that their research has had a big significant influence on relationship marketing programs' research, and much grounded in social exchange and relational contracting theory, focused on proposing and empirically testing nomological frameworks based on the relational constructs outlined in Dwyer, Schurr, and Oh's (1987) works on the concept of relationship marketing.

Much of the empirical work has been done which supports the theoretical framework used to comprehend the efficiency of relational governance among firms (Rindfleisch and Heide 1997; Williamson 1985; Williamson 1975). The assumptions point out that individuals utilize cunning to serve their self-interests and thus relational-specific investments in an exchange must be observed and defended from opportunistic behaviors by accomplices (Rindfleisch and Heide 1997). As the level of relational-specific investments increments, individuals either vertically integrate to dodge checking and defending costs or create relational governance structures (i.e., construct connections) to defend these investments and minimize the need to monitor. Experimental research in marketing supports the preface that relationships among accomplices back performance-enhancing, relational-specific investments whereas diminishing transaction costs and opportunistic behaviors (Gassenheimer, Davis, and Dahlstrom 1998; Heide and John 1990; John 1984; Wathne and Heide 2000; Weiss and Anderson 1992).

Based on the above synthesis, integrating the relationship marketing programs and social exchange theory, this study proposes that the relationship marketing programs such as social, structural, and financial programs independently facilitated by cultural

values and relationship value will enhance subsequent customer satisfaction in the hotel industry.

2.6.2 Relationship Marketing Theory

Drawing from resourced view theory (Barney et al., 2011), it should be noted that while exploiting plentiful resources is constructive, relationship marketing programs are mandatory to deploy these resources in ways that match the market conditions to maximize customer satisfaction (Morgan et al., 2009; Teece 2007).

These programs are the channels that the service sector exploits to tame customers and maximize customer satisfaction. As the resource-based see proposes, a resource's capacity to create profits or avoid losses depends on the fit of a strategy to the outside environment (Gulati et al., 2000), the combination of organizational and human resources accessible, and the methodologies firms utilize (Jap, 1999).

With the assistance of knowledge about individual preferences achieved from data conversion, cross-selling and up-selling efforts of sales faculty allow hotels/firms to misuse novel market opportunities. This consistent interaction between customers and employees renders firms more resilient against competitive threats (Judson et al., 2007). Suffice to note is that how both individuals and forms are integrated may well be troublesome to copy (Boulding et al., 2005). In addition, the procedure, logic, implementation, and management of relationship marketing programs can be non-substitutable and troublesome to duplicate, hence rendering it a distinguishing element that can confer a sustainable competitive advantage to a firm (Smith, 2006). Effective relationship marketing programs usage requires the accessibility of resources, notably individuals and innovative devices as well. Therefore, firms to be able to remain competitive should exploit and utilize relationship marketing programs

in order to reduce switching costs and maximize their value offer which is an end to customer satisfaction (Olavarrieta and Ellinger 1977; Dowlatshahi 2005; Wong and Karia 2010; Ramirez, Morales, and Jesus 2011). Drawing on resource-advantage theory and a diverse literature base, this study seeks to utilize relationship marketing theory in explaining the enhancement of relational programs in the hotel industry.

Researchers in marketing have gone on to examine the relationship of dependence between the buyer and the seller. Building on the work of Emerson (1962) and Beier and Stern (1969), Frazier (1983) proposed that a buyer's reliance on a seller is specifically related to the buyer's need to keep up the relationship to achieve desired goals among which customer satisfaction is paramount. It's on such kinds of occurrences that relationship marketing theory becomes pertinent to exploit in clarifying the link between RMPs and client satisfaction. Williamson (1985, 1991) goes on to say that investments in transaction-specific assets propel dependence since their existence makes exchange partners irreplaceable or replaceable only at a cost.

On the discussion of buyer's switching to another alternative, different scholars have had their reservations, for example, Dwyer, Schurr, and Oh (1987) proposed that a buyer's expectation of high exchanging costs gives rise to the buyer's interest in keeping up a quality relationship. Heide and John (1988) hence identified four circumstances in which a buyer's reliance on a supplier is increased: when the results gotten from the buyer-seller relationship are vital, highly valued, and/or the size of the exchange is high, when the relationship manages the buyer benefits that are comparatively superior than the benefits available from alternative relationships, when few potential alternative sources of exchange are available and when it is considered either troublesome or expensive to supplant the incumbent supplier. Based

on this discussion, it justifies the relationship marketing theory in explaining the variables in relationship marketing programs conceptualized in this study.

2.7 Relationship Marketing Programs and Customer Satisfaction

Relationship marketing is a long-term approach that aims at providing the client with a long-lasting worth and its success standard is customers' long-term satisfaction (Kotler, 2001). According to Berry in Glenn B. Voss and Zannie Giraud Voss (1997, introduced the term "relationship marketing" to the services marketing literature, and defined it as enticing, keeping, and improving customer relationships. This perspective is supported by Grönroos (1994). The focus of relationships is to maximize customer satisfaction as evidenced by the definition. Several recurring themes in the relationship marketing literature have been awash of customer satisfaction concept, the most notable ones among include (Crosby et al., 1990; Perrien and Ricard, 1995); (Berry, 1995; Crosby et al., 1990; Grönroos, 1990; Morgan and Hunt, 1994; Perrien and Ricard, 1995; Wilson, 1995); (Beaton and Beaton, 1995; Grönroos, 1994; Gundlach et al., 1995; Morgan and Hunt, 1994; Perrien et al., 1995; Wilson, 1995). Relationship marketing (RM), which centers on the ways to construct, create, and keep up successful relational exchange (Morgan & Chase, 1994), can be regarded as one of the leading strategies to pick up profitability and competitive advantage for firms (Min, 2006; Ryals, 2005) and increase client satisfaction (Berry & Parasuraman, 1991). Another perspective postulates that relationship marketing could be a disproportionate marketing process that requires an in-depth, personalized understanding of client needs and characteristics thus customer satisfaction (Perrien and Ricard, 1995; Perrien et al., 1995). It is also argued that relationship marketing focuses on moving the customers up the ladder of loyalty, an aspect that is achieved through the maximization of customer satisfaction.

It's also noted that relationship marketing looks at the needs of individual clients and builds them into a base of clients (Shani and Chalasani, 1992). Today, the business world is based on client satisfaction and client orientation so that growing business services without such a guideline isn't as it were troublesome but moreover impossible. Client satisfaction can be considered as the ultimate pillar in modern marketing. In principle, client satisfaction is the wheel that keeps on the operations by service firms and it is considered as the most component of their victory. It is also agreed that different writers are inspired by the rigger of relationship marketing and its positive impact on client satisfaction (Yi-Ling Chen & Hung-Chang Chiu 2009). Relationship marketing, consequently, has become increasingly significant as a business strategy Abdullah Mohammad Al-Hersh (2014). A relationship orientation implies that the focus of marketing is on retaining customers by keeping and strengthening win-win relationships with the supply side over time (Payne and Frow, 1997). This approach implies that relationships are more likely to create in circumstances where the client has more frequent contact with the service supplier, where the service is persistently delivered over an extended period, and where the client sees the relationship to be vital (Bove and Johnson, 2000).

Different studies have addressed the associations between relationship marketing approach and customer satisfaction. In many studies in 1998 on financial services, for example; Barnes and Howelt (2016), concluded that emotional interaction is vital in relations between a firm and its customers. Such relationships are less imitated by rivals and such feelings are highly important for customers. Travatanaveng et al. (2007) studied the impact of relationship marketing components among which included; dependency, trust, commitment, norms based on cooperation, and conflict management on customer satisfaction in the lifecycle of the relationship. It was found

out that trust and reliance with satisfaction within the steps of building and maturity of the relationship whereas commitment partners as it were with the maturity step of satisfaction. The findings do support the relationship between relationship marketing programs and customer satisfaction (Molina, 2007).

Grönroos (1978) believes that once customers participate in the design of their services coupled with the response of service providers, it constitutes interaction, and this interaction is framed as interactive marketing, which offers the opportunity for service suppliers to get positive results from service experiences driving to client satisfaction. As more proof appears that client satisfaction and profitability are straightforwardly related, hotels ought to create long term maintainable client connections. Concurring to Kotler (2000), upon actualizing a relationships promoting programme appropriately, the firm starts to center as intently on managing its clients as on managing its products and in turn enhances customer satisfaction.

Berry (1995) recommends that RM can be practiced at three sorts of relational programs; money related, social, and structural. These programs have been discussed in past studies; be that as it may, most of them have been created and inspected as it were in the business to business context (e.g., Peltier & Westfall, 2000; Williams, Han, & Qualls, 1988). Relatively studies have dominated in the business to business (B2B) context and less in business to consumer (B2C) setting in understanding these programs impact on customer satisfaction (Hsieh, Chiu, & Chiang, 2005). The technique of relationship marketing is especially vital to the service businesses because of the intangible nature of service and their high level of client interaction. A key highlight of the strategy of relationship marketing is that it not as it were comes about in increased client satisfaction and company profitability, but it moreover gives

a sustainable competitive advantage to a service firm as the intangible aspects of relationship marketing are not easily copied by competitors (Reichheld and Sasser, 1990).

It would be very imperative to carry out a study in a business to consumer setting to understand the relational programs impact in such a setting. Besides, interactivity has been affected by several variables which include the internet. Thus, special opportunities for relationship marketing to be practiced sometimes on one on one level as Geiger & Martin, (1999) put it. Therefore one can conclude that customer satisfaction of recent through relational programs new binding strategies are of great importance if it's to be realized. Businesses should understand what is most valuable to customers and provide for them (Berry & Parasuraman, 1991).

2.8 Relationship Marketing programs act as bonding strategies

In relationship marketing programs, bonding customers is defined as the measurement of a business relationship that comes about into parties (client and provider) acting in a unified way toward a desired objective. Different programs exist between parties and demonstrate distinctive levels of relationships (Callaghan et al., 1995). Bonding served successfully to control social and business behavior in society and contribute to expelling doubt, create trust, and form near relationships in this way relationship promoting programs (Hinde, 1997). The dimension of bonding because it applies to relationship marketing comprises of creating and upgrading customer dependability, which comes about straightforwardly in sentiments of affection, a sense of belonging to the relationship, and indirectly to the sense of belonging to the organization (Sin et al., 2002). Buyers and sellers who have a solid individual relationship are more

committed to keeping up the relationship in any business experience an aspect that calls for relationship marketing programs.

2.8.1 Financial programs and customer satisfaction

Hotels need relationship marketing from its overall operations to maximize customer satisfaction. The financial programs have a positive bearing on client satisfaction in services marketing. The service provider uses economic benefits such as price, rebates, and other monetary motivations to regular clients to secure their devotion through customer satisfaction (Berry and Parsuraman, 1991; Berry, 1995; Hsieh, Chiu and Chiang, 2005; Lin, Weng and Hsieh, 2003). From the same writers, it is argued that non-monetary time-saving processes should be put under this type of bond (Lin, Weng, and Hsieh, 2003). In a hospitality context, For instance, hotel chains may offer free or promotional travel services to regular guests through relational programs (Shammout, 2007). Smith (1998) also contended that functional or economic programs likewise serve to bind parties to a relationship thus customer satisfaction. This is usually referred to as level one relationship marketing and considered the least level because competitors can easily copy cost steadiness.

Through transactional exchanges, financial incentives encourage customers to increase their purchases and an aspect that influences relationship quality which yields customer satisfaction maximization (Faroughian, Kalafatis, Ledden, Samouel, & Tsogas, 2012; Ulaga & Eggert, 2006; De Wulf et al., 2001). This is very crucial if hotels are to realize if customer satisfaction is to be attained. Attitudinal attachment is a form of positive brand relationship quality that is represented in, in this context the brand is a hotel, for instance, enjoyment, love and a desire to visit and stay longer in the hotel (Keller, 2001). Brand relationship quality refers to feelings of kinship and

commonality between individuals (McAlexander et al., 2002; Muniz and O'Guinn, 2001). These arguments propose that financial motivating forces create customers' feelings of kinship or association with the brand or hotel, and in this way can increment their psychological connection with it thus customer satisfaction. Researchers have contended that one of the incentives for engaging in relational exchanges is money savings an aspect that enhances customer satisfaction (Berry, 1995; Gwinner, Gremler and Bitner, 1998; Peterson, 1995; Peltier and Westfall, 2000).

2.8.2 Social programs and customer satisfaction

Sui and Baloglu (2003) have debated that the building and keeping of a client relationship grounded on relationship marketing programs have become an significant business tactic, especially in the hotel industry. Many writers have confirmed that Social programs have a positive impact through interpersonal interaction on relationship variables among which satisfaction is inclusive (Cater and Cater, 2009; Chen and Chiu, 2014; Hsieh et al., 2005; Huang and Yu, 2006; Lin et al., 2003; Nath and Mukherjee, 2012). This points to a positive relationship between social programs and client satisfaction. The social programs involve developing robust client relationships through social interaction or friendship to provide an significant psychosocial benefit to a customer which actualizes customer satisfaction (Beatty, Mayer, Coleman, Reynolds, & Lee, 1996; Gwinner, Gremler, & Bitner, 1998; Reynolds & Beatty, 1999; Williams et al., 1998). By listening in and caring, social programs offer assistance to create the closeness, the affective connection, and the mutual understanding between the client and the service supplier (Chiu, Hsieh, Li, & Lee, 2005; Hsieh et al., 2005; Thorbjørnsen, Supphellen, Nysveen, and Pedersen, 2002). The social bond can be inferred from the customer-provider interaction and

companionships in addition to client- client interactions (Zeithaml and Bitner, 1996). In customer-provider interaction, marketers continuously push remaining in touch with their clients, learning about their needs, and expressing their friendship (Chao-Chin, 2014; Berry, 1995; Williams et al., 1998). In customer–customer interaction, providers may integrate with them through social events organized by the service provider. Social programs comprise the tailor-made and one-to-one services given to consistent clients based on their purchase records. The relationship between sellers and clients is similar to a friendship.

Of recent customers tend to adopt social media programs that are internet-driven such as sap, Twitter, among others. Some customers use the Internet for shopping and stress that using the Web helps evade loneliness and in turn maximizes customer satisfaction (Korgaonkar & Wolin, 1999). From clients' viewpoints, the outcome of the social-bonding strategy is perceived as an significant benefit got from service relationships a pre-cursor for customer satisfaction (Beatty et al., 1996; Gwinner et al., 1998).

2.8.3 Structural programs and customer satisfaction

The structural programs involve keeping client satisfaction by offering services that are appreciated to clients and not easily accessible from other sources; besides, the structural programs are problematic or costly for other businesses to offer (Berry, 1995; Williams et al., 1998) in Chao-Chin Huang et al., (2014). This link is similar to what Turner (1970) called the task link, but in a much broader sense and other writers among (Williams et al., 1998); Teale (1999) in L. Chen and H.-C. Chiu (2015) claim that the adaptation of products, the use forms of products, and the exchange of information belong to the structural bonding (Rao & Perry, 2002). Structural

programs exist when a business improves client relationships by offering solutions to client problems within the form of service-delivery systems, rather than remaining dependent upon the relationship-building skills of individual service providers (Lin, Weng, and Hsieh, 2003; Sheth and Parvatiyar, 2000). Product and process adaptation is important to the determination of the quality of relationship marketing thus customer satisfaction (Johanson & Mattsson, 1987). Moreover, it is important to offer valuable information (Frazier & Summers, 1984) and help to make a decision for clients as well (Anderson & Weitz, 1989). In Berry's (1995) study, solving client's central difficulties is the primary point of the structural bond.

The emphasis on structural programs is reflected in an example of Amazon. This company established structural programs with clients through its one-click ordering and collaborative filtering technologies. Amazon clients switching to another Site will have to reenter their billing information and, more vitally, will lose recommendations from Amazon (Strauss & Ice, 2001,). Another illustration is the Taiwan Semiconductor Manufacturing Company (TSMC), one of the world's biggest producers of integrated circuits, which executes an e-foundry to maximize client satisfaction and operational proficiency. Clients of this company can track their order status and shipping plans without time or remove imperatives. Clients can easily monitor the forms within the production cycle. Further, this framework makes this company's operations more straightforward to clients, because they can get all of the information at each of the various stages. It is from these enhanced structural programs that customer satisfaction is attained. According to Thomson et al., (2005) in Chao-Chin Huang (2014), structural programs have a positive effect on client satisfaction when are created through value-added activities. Structural programs are thus likely to have

positive impacts on attitudinal attachment and as a result there is realization of customer satisfaction from the hotel.

The structural bond contains a positive effect on client satisfaction in Internet marketing Palmer and Bejou (1995) propose that males and females have diverse ways of creating and keeping up buyer-seller relationships. Past studies have too recommended the presence of gender-based contrasts in decision making and shopping motivation (Noble et al., 2006) an element that should be considered if customer satisfaction is to be attained. For instance, women are more risk-averse in financial decision making than men (Powell & Ansic, 1997); women are more conservative than men for long-term investments (Philp, Haynes, & Helms, 1992). Hence, the financial bond, which offers certain money-saving, may give higher esteem to females than to males Claes (1999) proposes that women tend to be rated higher on empathy and communication than men; they are more interpersonally oriented than men and have a solid inspiration for interpersonal communication, a wakeup call for structural bond enhancement (Jackson, Ervin, Gardner, & Schmitt, 2001). Because the culture supports distinctive self-development between men and ladies, ladies are empowered to interdepend with others but men develop their selves to be self reliant (Cross & Madson, 1997). Hence, ladies pay more attention to the shopping motivation of social interaction than men (Respectable et al., 2006). Other than, in Slama and Tashlian's (1985) study, the purchasing behavior of ladies is found to be impacted by their assessment of the method of individual interaction. Additionally, Gilbert and Warren (1995) note that ladies pay attention to the counseling services of the sales personnel if their satisfaction is to be attained.

The social bond centers on giving customer–customer and customer–provider interactions (Zeithaml & Bitner, 1996); thus, it may be more successful for females than for males. Savicki, Lingenfelter, and Kelley (1996) indicate that women’s communication includes the support of social and passionate parts, whereas men’s communication performs task-oriented roles since men are information hungry (Smith and Whitlark, 2001). Compared with ladies, men want valuable information; be that as it may, men are more time cognizant and grant more weight to the shopping motivation of comfort looking for than ladies (Respectable et al., 2006). The structural bond not as it were gives important information but too spares customers’ time to solve vital issues.

2.8.4 Conclusion on the relationship between Relationship Marketing Programs and Customer Satisfaction

In L. Chen and H. C. Chiu (2015), Garbarino and Johnson’s (1999) study, the authors suggest that market division strategies are fundamental for short-term and longterm customers. When shaping satisfaction judgments, short-term and long-term customers pay attention to distinctive attributes (Wangenheim, 2003). For example, Reinartz and Kumar (2000) in L. Chen and H. C. Chiu (2015) note that communication that stresses advancements is likely more productive for short-term than for long-term clients; the traditional way, which emphasizes pricing, is more appropriate for short-term clients (Noone, Kimes, & Renaghan, 2003). From the two perspectives, one can notice that the aim of segmentation is customer satisfaction. Besides, long-term customers are less price-sensitive than short-term ones (Reinartz & Kumar, 2000). In the same line, it can be concluded that the implementation of programs should go along a certain logical order, and based on categories of the customers. The financial

bond, which provides incentive programs of the price (Berry, 1995), may likely be beneficial to short-term customers.

The satisfaction judgments of customers who are of a short term are more transactional, whereas those of long-term clients are more interpersonal in orientation, which is characterized by a long time frame and social satisfaction as accentuated by (Dwyer, Schurr, & Goodness, 1987) in Chen and H. C. Chiu (2015). As in Wangenheim's (2003) study, relational satisfaction influence long-term customers more. Moreover, Reynolds and Beaty (1999) indicate that long-term customers perceive higher social benefits. Therefore, the social bond may be more effective for long-term customers than for short-term ones. Long-term customers focus more on their past experiences than short-term ones (Richins & Block, 1986). Thus long-term customers may base on their experiences and anticipate higher contributions from a service organization to provide services of high-quality (Bitner, 1995). As Moorman, Zaltman, and Deshpande (1992) suggest, customers in long-term marketing service relationships expect high-quality service from businesses in form of relationship marketing programs. Moreover, the expectation significantly determines satisfaction (Voss, Parasuraman, & Grewal, 1998). Storbacka, Strandvik, and Gronroos (1994) define customer satisfaction as the customers' cognitive and affective evaluation within the relationship based on their personal experience. Furthermore, the clients in long-term marketing service relationships have high expectations for provided service, thus increasing the likelihood of dissatisfaction (Moorman et al., 1992).

Subsequently, businesses ought to actualize the structural bond, the most noteworthy level of relational programs (Berry, 1995), with long-term clients. Too, satisfaction can be viewed as the customer's judgment of a certain product/service based on

cumulative experience (Bayus, 1992). Hence, in general client satisfaction is additionally concentrated on a cumulative instead of a transaction-specific thought (Ganesan, 1994). Consequently, the basic bond will be more viable for the long-term than for short-term customers.

2.9 Marketing Programs, Relationship Value and Customer satisfaction

Relationship value is essential for both short-term and long-term business success. Relationship value according to Song, Yu, Chatterjee, and Jia (2016), is the consequence of a collaborative relationship that enhances partner competitiveness between the buyer and the seller Töytäri, Rajala, and Alejandro (2015). Golicic and Mentzer (2006) defined the relationship value as the recognition of the benefits that are received from the relationship minus the costs paid for the relationship. Be that as it may, this is from the customer's subjective opinion. From an administrative viewpoint, Cheung, Myers, and Mentzer (2010) define relationship value as the gotten benefits perceived by clients and providers in terms of their desires from a business exchange relationship, for case, their wants and needs which actualizes satisfaction.

According to both sides, this study's argument is that relationship value is related to the customer's expectations and the responsibility of the company to meet these expectations in a short term and long-term relationship with the service provider Ojasalo (2001), which contributes to a reduction in the sacrifice of the customer thus customer satisfaction. It should be noted therefore that relationship value is essential if customer satisfaction is to be achieved. According to Vargo and Lusch (2014), a customer is both the service recipient and the service maker amid the service provision since the customer will share the thoughts and data with the supplier during the service generation. This duality suggests that the products and administrations

flow from the providers to the clients, whereas the data related to the requirements and preferences stream from the customers to the providers (Jain & Singh, 2002; Lytle & Timmerman, 2006; Ramaswamy, 2008; Shaw, Subramaniam, Tan, & Welge, 2001). Based on the writer's assertions above, deductions can be made which indicate that relationship value influences customer satisfaction. Relationship value amplifies relationship marketing programs in an effort to attain customer satisfaction.

A business relationship, which a customer considers as vital enough to "warrant maximum efforts at maintaining it" leads to satisfaction (Morgan & Hunt 1994). Social exchange theory argues that the aim to stay with an exchange partner is subject to how reward and cost are perceived by the partners (Homans 1958). Consequently, customer relationship value is regarded as an antecedent that is necessary to customer satisfaction.

Relationship value can only develop as long as the customer has "confidence in an exchange partner's reliability and integrity" (Morgan & Hunt 1994 p. 23). Security, validity, and safety are accepted to diminish the client's sacrifice in a relationship and thus lead to a relationship value that higher thus improves customer satisfaction (Ravald & Grönroos 1996). Relationship value has been portrayed as the trade-off between all benefits and penances in a trade relationship. customers that are satisfied tend to diminish complaint behavior, they spend less exertion on assortment looking for and less internal bother since of disappointing items or administrations P.-L. Huang, Lee, and Chen (2019).

The marketing shift from goods-dominant to service-dominant and subsequently from tangible to intangible assets made the connections, interactivity, and connectivity with customers' central processes of a company. Concurring to Vargo and Lusch (2004),

companies ought to create and develop connections with clients by involving them in creating personalized, competitively compelling value propositions to meet their specific needs. One of the instruments that are most regularly utilized to create relationship value for clients in order to maximize customer satisfaction (Christopher et al., 2008). It is prevalent to note that relationship value has a positive influence on customer satisfaction. This is reaffirmed by Spiteri and Dion (2004) who found that there is a positive effect of strategic benefits (including expertise as a synonym for know-how) on satisfaction. Furthermore, different scholars such as Lam et al. (2004) opine that the value also included elements of service support positively. This concurs with the focal point of this study which emphasizes relationship value achieved through competence and skills exhibited by the hotel/firm. From the discussions above by different writers, one can authoritatively confirm that there is a positive relationship between customer satisfaction and relationship value.

2.10 Moderating Effect of Cultural Values on Customer Satisfaction

It should be acknowledged that a lot has been done in this area of cultural values by different scholars. Based on such writers' work, more goes on unfolding emphasizing the need to further research and investigate the effect of social values on service provision, subsequently the call of a few researchers and practitioners to be compelled to analyze the impact of culture on administrations. According to Jackie Tam (2012) in-service encounters where service employees and customers hail from identical culture, employees and customers are more likely to have a mutual script and collective anticipations around suitable part behaviors, thus the probability of coordinated actions and palatable result. The same writer goes on to say that it was established that there were noteworthy cross-cultural differences in the evaluations of service between customers from different countries and even tribal groupings within

the same country. According to Tsang, (2011), it has been found that cultural factors are of paramount effect in influencing how consumers evaluate services and maximize customer satisfaction. However, previous research has on service management have not paid much attention to the effect of culture on the provision of services from the customer contact point of view of workers, recommending that attitudinal and behavioral reactions of customer-contact employees are a major factor influencing the satisfaction of customer (Adelman et al., 1994; Bitner, 1990; King, 1985; King and Garey, 1997) in (Tsang, 2011). Such research undertakings point to the need for a study to ascertain the impact of cultural values on customer satisfaction, particularly in the hotel industry.

The success and failure of a hotel to provide a service mainly is determined by the attitudes and conducts of contact employees. Tsang (2011) reaffirms the assertion when he says; “attitude and behavior have been found to be influenced by the cultural value system of a person”. He goes on to say that the distinction in cultural values can offer bits of knowledge into understanding the behavioral and attitudinal reactions of customer service employees on benefit arrangement and customer satisfaction as a result. It should be noted that the influence of culture on values has been the focus of some studies Adler and Graham (1989) in Tsang, (2011), most of the major cultural orientations and dimensions have been developed and tested only in the Western world. This implies that a big part of the African continent has not been focused on and particularly Uganda in this study.

The differences in Cultural could aid as individual differences that impact on the creation of emotions, which then have vital influences on customer satisfaction Anderson et al. (2013). It is well anchored in the foregone writers’ work, that cultural

values purportedly have various influences on attitudes and customer satisfaction. Hotels in this case receive a number of visitors from diverse cultures. With the current trend of globalization in many countries Uganda inclusive, indeed household clients have a variety of cultural values Nicholls (2011). It is hence critical for hoteliers to comprehend personal cultural values from different sub-regions in order to maximize satisfaction. Therefore, in the context of positive service encounters, this study integrates individual cultural values of customers into the cognitive appraisal framework, to expound the actualization of customer satisfaction.

2.11 Moderating Role of Cultural Values Between RMPs, Relationship Value, and Customer Satisfaction

Customers in any environmental setting relate to one another in a way that reflects the values, norms, beliefs, and practices of their cultures Wood, Grau, Smith, Duran, and Castellanos (2017). It should be noted that people with a predominantly independent self-concept (or free selves) tend to think of themselves as having unmistakable boundaries and characteristics that make them unique and distinctive from other individuals, hence forming a culture. From such assertions, one can ably say that culture is a system of practices, beliefs, customs, and values that are common and upheld by a group of people or community. Cultural values according to Sharon Shavitt and Hyewon Cho (2015), have a positive influence on consumer behavior. The writers go on to say that consumers have a tendency of favoring services that are consistent with their dominant cultural values and propels customer satisfaction. In specific, buyers show social contrasts within the degree to which they feel capable for others, and in like manner their desires for others' behavior toward them, along with the behavior of service suppliers. It is upon such background that cultural values

moderate the relationship between RMPs and relationship value a relationship that assists in customer satisfaction actualization.

Haiyan Kong, Haiyan Song, (2014), define relationship marketing programs as “the benefits consumers receive apart from the core service” in return for their durable patronization with the provider of a service thus relationship value. As such expectations from both parties make them behave in a way that secures and keeps up the relationship, and commonality is the two-sided expectation that parties will share the benefits and burdens of the relationship, and adaptability is the desire that both parties will make changes and alter their behavior to deal with changing circumstances (Palmatier, Dant, & Grewal, 2007). Therefore, supplier and customer relationship value go beyond the trade-off of quality and price to include a relational component. The relationship value reflects the overall strength of the relationship and satisfaction (Leonidou et al., 2014), and satisfaction. Suffice to note therefore is that since cultural values re-energize relationship marketing programs in predicting relationship value, customer satisfaction is the positive affective response to this synergistic relationship Han and Hyun (2015) and Lai (2015)

It is noted from the above discussions that relationship value has distinct perspectives across nations and regions an element that necessitated inclusiveness of cultural values as a moderating variable in customer satisfaction maximization. In the context of marketing, social values of the consumers influence their desires and discernments of products or services, and thus, their choices of purchase and buying behavior. Hotels, in this manner, got to put into consideration the impact of culture within the way they serve their customers and market their products and services.

2.12 Conceptual Framework

A conceptual framework is a presentation model in which the researcher conceptualizes or presents the relationship between independent and dependent variables that are in the study and shows the relationship diagrammatically. The aim of the conceptual framework is to enable the reader to quickly internalize and comprehend the proposed relationships. Figure 1.1 below indicates the effect of relationship marketing programs, cultural values, and relationship value on customer satisfaction.

Conceptual Framework

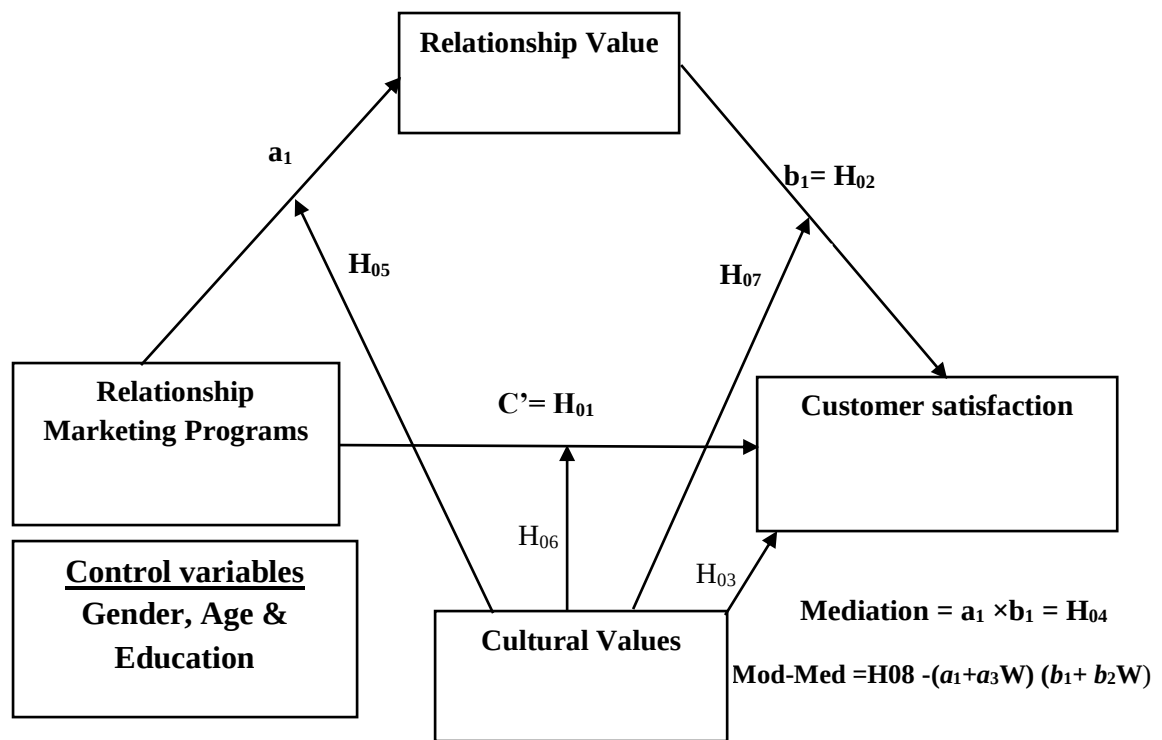


Figure 2.1: Conceptual Framework

Source: Hayes (2013) Model 59

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research methodology as follows; study area, philosophical foundation, research design, target population, sampling procedures that were used to get the appropriate sample size, data type and collection procedures, reliability and validity measurements of variables, data analysis, and ethical considerations.

3.1 Research Philosophy

The research methodology chapter was designed to address the purpose and objectives of the study. The overall aim of the study was to make available further understanding into the relationship marketing programs, cultural values, and relationship value that influence the attainment of customer satisfaction in the hotel industry. The study used a quantitative research methodology to examine the effect of relationship marketing programs on customer satisfaction through a moderated and mediated relationship, with cultural values as a moderator and relationship value as a mediator.

3.1.1 Philosophical foundation of the study

My study employed positivism approach, which seeks out to use the current theory to deduce and formulate variables, assume tested hypotheses and established entirely, partially, or otherwise refuted which, with further research, leads to additional development of theory to be tested. Saunders et al., (2009) asserts that through positivism, the study is concerned with proofs and not impressions that could be studied empirically. The positivist paradigm emphasized that honest to goodness and truthful occurrences might be considered and watched deductively and empirically (Aliyu et al., 2014). The logical approach to numerous studies comprises

of the collective process of proposing theories as clarifications of phenomenon and after that collecting information to experimentally test the theories. Hence, the study will derive variables, constructs, and formulated hypotheses anchored on existing theories of relational programs and then statistically verify through rational investigation and analysis.

3.1.2 Epistemological and ontological considerations and choice of research strategy

In order to select a research methodology to address the aim and targets of this study, epistemological and ontological issues relating to this research were examined. This segment addresses the definition of the two concepts of epistemology and ontology as utilized in investigation. It additionally analyzes the role of epistemological and ontological contemplations within the choice of research methodology in common and for this study in specific. Bryman and Chime (2003), characterize epistemology as relating to the theory of worthy information around a phenomenon beneath study. In terms of business research, researchers see epistemology from two points of view. Firstly, they take epistemology to be connected to the natural science position where it is contended that knowledge around trade phenomena can be freely determined from the decision-makers included within the administration and management of the organization. They too stipulate that administrative information can be impartially decided and precisely observed, investigated, and measured. This point of view is bolstered by Arbner and Bjerke (1997) who contend that epistemological contemplations can be taken under consideration using the normal science technique where information can be dispassionately and positively measured. Besides, other researchers see epistemology from a hermeneutic perspective, which contends that human creatures impact the organization in which they work and knowledge around

the phenomena they oversee ought to look for to comprehend how the interaction human with organization frameworks influence the phenomena beneath study.

Concurring to Johnson and Duberley (2000), the approach to epistemology that emphasizes the strategies of natural science are not conducive for the study of social science phenomena since they make light of the human beings' role in affecting these phenomena. This position is bolstered by Bodart et al. (2001), Shanks et al. (2003), and Becker and Neihaves (2007) who assert that in social sciences, it is improbable to anticipate that social phenomena can be freely and impartially decided. They contend that within the reality of social sciences, choice actors associate with the framework of the organization and thus the accentuation ought to be on deciphering the meaning of choices that emerge out of contact between the decision-makers and the organization. In reality, human beings contrast from objects of science since they have a conscience and capacity to impact the decision-making process and its outcomes and their activities ought to be deciphered in order to supply meaning to their choices and decisions.

With regard to ontological contemplations, Bryman and Chime (2003) characterize these as issues concerning the nature of social substances beneath study. Concurring to this definition, social substances can on one hand be cherished as objective in that they have a reality outside to the decision-makers, whereas on the other hand they can be taken as social developments that are formed by the recognition and activities of decision-makers. As Bunge (1997) contends, ontological contemplations need to consider whether the organization ought to be considered from the objective perspective which emphasizes that social phenomena related to an organization as an unmistakable object with rules and directions, strategies that are standardized, and progression in which the decisions are taken. These highlights could be external to the

individuals that make choices and decisions such that people don't impact such organizational features and they ought to basically take after the rules and regulations, methods, and chains of command as given (Bryman & Chime, 2003).

An expansion of this contention, another view is that the environment of the organization's decision-making is determined by human awareness and activities and subsequently information around these organizations ought to take under consideration human factors included in decision-making. Becker and Neihavers (2007) contend that whereas examining social phenomena, it is imperative to realize that actors' subjective sentiments in decision-making are inescapable. They further emphasize that due to challenges of expelling the decision-maker from the decision-making process, epistemological and ontological contemplations ought to consider this subjectivity perspective to knowledge by taking under consideration the actor's views because the objective reality of natural sciences cannot be gotten within the genuine world.

In this study, the major epistemological and ontological consideration is whether the customers, employees of the hotel and the hotel in which they operate are objective entities that take external factors, such as service delivery systems and hotel structures, as given and therefore have no role to play in the way such delivery systems and hotel structures influence the attainment of customer satisfaction. It is also concerned with whether the decisions of these players in the attainment of customer satisfaction can be objectively measured independent of their influence. The implication of acceptance of this perspective is that customer satisfaction strategy development is objectively based on the decision-makers having no influence on the decisions they make.

Another argument is that actors impact the phenomenon of customer satisfaction through social interaction, which continues to evolve (Saunders et al. 2003, Bryman and Bell, 2003). With this regard, the investigation of these phenomena has got to take into consideration the impact that decision-makers have on them. Whereas it is genuine that there are foreordained phenomena such as approaches, policies and structures in hotels that the customers and employees simply have to comply with. It is also true that there is the active participation of individual customers and employees in these decisions. Employees and customers influence the application of relational program strategies and resultant customer satisfaction. Therefore, the research strategy which has been employed should acknowledge these realities and pursue to comprehend how the employees' interactions and customers relate with the hotel policies and structures to influence customer satisfaction

Addition, epistemological and ontological viewpoints, Bryman and Chime (2003) note that the ultimate choice of an investigation methodology ought to consider viable realities and circumstances in which the investigation is embraced. They emphasize that when study circumstances include a subject on which insufficient research has been conducted on the past, there is blended writing to draw on and when the study is expecting to generate and test the theory, at that point, a deductive rather than an inductive strategy is appropriate. These conditions appropriately define the features of this study since there are still mixed results regarding the study of service providers and customers in the hotel industry in less developed countries, particularly in Uganda in order to maximize customer satisfaction.

3.2 Research Design

The study used a quantitative design in line with positivism studies with the objective of collecting large data samples to generate findings that were statistically significant

and generalizable. The approach used in the study was quantitative where hotel customers from different ethnic groups participated. The study sought to describe and establish associations among key study variables, namely, relationship marketing programs, cultural values, relationship value, and customer satisfaction in Ugandan hotels. The study used a cross-sectional survey since data was collected at a given point in time (Creswell, 2014). The design is suitable where the study seeks to describe and portray the characteristics of a phenomenon. It also enables the study to profile the sample of a population by collecting accurate information (burton, 2000).

A cross-section survey was appropriate for the study because the data that was collected from customers was to be generalizable to the whole population. Additionally, cross-section studies have been found to be robust for the effects of relationships studies (Coltman, 2007). The study was an explanatory design since it relied on theories and hypotheses that account for the forces, which cause a certain phenomenon to happen (Cooper and Schinderler, 2011).

The design is also suitable for this research as it allows the survey to be carried out in natural settings and permitted the study to employ probability samples. This enhances statistical inferences to be made to the wider populations and permit generalities of findings to situations that are real-life, thereby increasing the study's external validity (Frankfort Nachmians, 2008). The probability sample minimizes bias and enhances the reliability of data. Additionally, the design will allow the use of questionnaires and inferential statistics in establishing the significant relationships between the variables (Hair et al., 2007).

3.3 Study Area

The study focused on the hotel industry in Uganda specifically among the registered hotels in the country as per appendix V attached. The reason underlying choosing Uganda is based on the desire by the umbrella of registered Hotels (UHOAs) to find ways on how to maximize customer satisfaction if hospitality and tourism are to be promoted. This is evidenced in the umbrella's desire to maximize customer satisfaction as once stated by the Executive Director in their report (2017); *"We still need to do more in regard to promoting Uganda and to giving visitors more reasons than ever to come and enjoy our country, the Pearl of Africa, precisely customer care and satisfaction will assist in achieving this desired end"*. This indicated that there is a need to conceptualize strategies on how to elucidate customer satisfaction in Uganda's hotel industry.

3.4 Target Population

The target population of the study were the Hotels in which customers visit and secure services from. The sampled Ugandan hotels was done bearing in mind the four regions that form the country; central, north, western, and east. The customers were from the four categories of hotels both walk-in and residents, from five-star hotels, four-star hotels, three-star hotels, and two-star hotels. The list of hotels is in the appendix attached.

Of sixty-two (62) hotels, according to Kreger and Morgan, 30% of the intended target population is recommended. On such a basis 30% of the 62 registered hotels as per the Uganda hotel owners' association report 2019, is equal to approximately nineteen (19) hotels. Therefore, the sample size was nineteen (19) hotels. Through a proportionate sampling technique, nineteen hotels were drawn. The target sample population represented by **N** and small **n** represented the hotel category. From this

small n over the big N multiplied by the sample size, one would get the number of hotels per category as per calculations below. From these sampled hotels the unit of enquiry were customers of these hotels entirely. This is because customers are the beneficiaries of the services offered at the hotels. The strategies adopted in enhancing customer satisfaction affect the customers particularly relationship marketing programs, how cultural values are fused into relationship marketing programs to increase relationship value with an intention to attain customer satisfaction.

The rationale of collecting data from multiple respondents is advocated by various authors as a favorable practice in improving the validity and reliability of the study results (Ketokivi and Schroeder, 2004; Balloun et al., 2011; Wang and Feng, 2012).

3.4.1 Determination of the nineteen Hotels as per the category;

As per the list by UHOA's report, the number according to the category is given in the appendix V. It can be seen that the five star hotels are five, Four stars thirteen (13), Three stars seventeen (17), Two stars twenty-seven (27) and in total sixty-two (62). Through proportionate sampling, the total number of nineteen hotels was arrived at as follows;

- Five star hotels; $5/62 \times 19 = 2$
- Four star hotels; its $13/62 \times 19 = 4$
- Three star hotels; $17/62 \times 19 = 5$
- Two star hotels; $27/62 \times 19 = 8$

All the above categories total to nineteen (19) hotels

3.5 Sample Size

The sample size was determined from the registered hotels as per UHOA's report (2020), and nineteen (19) hotels were sampled as indicated in 3.4 and 3.4.1. It's from these hotels that a survey was done at end of June 2019 to establish how many customers might be served per day. Preliminary findings indicated that each of the hotels in the four categories served well over 1500 per day totaling 28500 customers from the nineteen hotels (19) per day. Since the study population is over 10,000, this study adopted the Cochran's formula (1977) as recommended by (Fisher, Laing, Stoeckel, and Townsend, 1991), so as to get the desired sample size, the formula below was adopted;

$$n = \frac{Z^2 pq}{d^2}$$

Where

n = the desired sample size (when the target population is greater than 10000)

z = the standard normal deviate, which is commonly fixed at 1.96 (or more simply at 2.0), which corresponds to the 95 percent confidence level

p = the proportion in the target population projected to have a specific characteristic, if there is no rational estimate, then 50 percent is commended

q = 1.0- p

d = degree of accuracy desired, normally fixed at .05 or occasionally at .02

For instance, if the proportion of a target population with a certain characteristic is .50, the z- statistic is 1.96, and the desired accuracy at the .05 level, then the sample size is;

$$n = \frac{1.96^2 * (.5) * (.5)}{(0.05)^2} = 384.16$$

Since the formula gives a minimum sample size of 384, the intended target sample size was 385 respondents distributed proportionately according to the hotel share as per the preliminary survey results.

3.5.1 Distribution of respondents in the four hotel categories

After determining the sample size through a proportionate sampling technique, nineteen hotels (19) from the list of sixty-two (62) registered hotels were randomly selected. They included the following; two five-star hotels, five four-star hotels, five three-star hotels, and seven two-star hotels. The list of nineteen (19) selected hotels is attached in appendix V. From the selected hotels, the distribution of respondents was done proportionately. This entailed the following;

1. $2/19 \times 384 = 40$ respondents in five-star hotels
2. $4/19 \times 384 = 81$ respondents in four-star hotels
3. $5/19 \times 384 = 101$ respondents in three-star hotels
4. $8/19 \times 384 = 162$ respondents in two-star hotels

The total sample size was three hundred eighty-four (384). It is well captured in the table below;

Table 3.1: Distribution of respondents per hotel categories

Hotel categories	Respondents
Five-star Hotels	40
Four-star Hotels	81
Three-star Hotels	101
Two-star Hotels	162
Total	384

Respondents were distributed proportionately as per hotel categories and the hotels;

Five-star hotels were as follows;

- $40/2 = 20$ respondents per hotel

Four-star Hotels;

- $81/4$ approximately 20 respondents per hotel, with only one hotel with 21 respondents

Three-star hotels;

- $101/5$ approximately 20 respondents per hotel, with only one hotel with 21 respondents

Two-star hotels; $162/8 =$ approximately 20 respondents each. Only two extra respondents were randomly selected from the hotels in this category purposively.

3.5.2 Sampling design and procedures

The procedure of sampling comprised of using a portion population to make conclusions about the whole population (Zikmund et al., 2010)

3.5.3 Sampling design

The sample was drawn from the hotels around the country in four regions which displays a strong commitment to relationship marketing programs in maximizing customer satisfaction. A list of all Hotels registered under the Uganda Hotels association was obtained from its Directory (2018). Proportionate random sampling technique, and research intercept, combined were used to select sampled respondents from the target population and hotels respectively.

The hotels were selected from the four categories of hotels mentioned. Each hotel was assigned a unique identifying number and a systematic random sampling technique

was used to select the hotel. This method of sampling gave each hotel a known chance to be selected.

Probability sampling particularly the systematic random sampling technique was used to select the hotels and the research intercept method in selecting the customers for this study. Probability samples keep the error of sampling low and generally offer a representative sample (Greener, 2008). This is an appropriate way to draw a sample from a small population (Zikmund et al., 2010).

The survey questionnaires were collected from each hotel's multiple responses, with a mode of more than one customer. Research has shown that data collected from multiple respondents would decrease systematic error and produce response superior information to that of single informant reports (Van Bruggen et al., 2002; Yim et al., 2004).

Additionally, day and Van den Butle (2002) posit that studies using single informants may be problematic if there is a diversity of perceptions among the population. Each customer from each hotel has diverse perceptions depending on his/her background, exposure to the competitiveness of hotels in service delivery which propels customer satisfaction. Further, Balloun et al., (2011) suggest that future researchers use multiple respondents so as to address the respondents' precise area of expertise resulting in a greater validity of findings. Equally, Wang and Feng (2012) recommended the usage of multiple respondents as a favorable approach for future studies.

3.6 Data Sources and Data Collection Procedure

I collected primary data, using a structured questionnaire.

3.6.1 Data collection procedure

Structured questionnaire was used to collect primary whereby the questionnaires were given to each of the sampled hotel's customers to generate quantitative data so as to achieve the objectives of the study. The questionnaires in each hotel were answered by the customers. The data related to the research constructs and their sub-constructs: namely; Relationship marketing programs, cultural values, relationship value, and customer satisfaction. Questionnaires were self-administered to all sampled customers who were regularly visiting the hotel. This was so on the basis that customers have the opportunity to develop relationships with the strategic decision-makers of the hotels who develop strategies that influence customer satisfaction.

The choice of customers was informed by Yim et al., (2004) and Van Bruggen et al., (2002), who recommended that it is more beneficial to collect data from multiple intra-organizational respondents. Further, Ketokivi and Schroeder (2004) recommend that when using subjective measures, data should be collected from multiple respondents. This was a practice intended to improve validity and reliability. Secondary data was obtained from the Uganda hotel owners association Website Web page and its headquarters at Africana hotel in Kampala.

3.6.2 Data collection procedure and instruments

I sought a research approval authorization letter from Uganda Hotels owner's association from Uganda and an introduction letter from Moi University to facilitate acquisition and authorization to conduct the study. I proceeded to the hotel managers from the respective hotels to seek consent to conduct the research. Once the permission was granted, then I arranged to visit each of the randomly selected hotels for familiarization purposes and sought permission from the management, concerning

the intention of data collection within their hotel. Respondents were informed about the study purpose and were assured of the confidentiality of their responses.

I proceeded to train research assistants and supervisors on how data should be collected and questionnaires were distributed to the selected respondents. The researcher carefully explained to the respondents how to fill the questionnaire. Sufficient time was allowed for them to respond to the instruments accurately. After responding to the questionnaires then we collected them for data analysis and thanking the respondents as well.

The customers' understanding of the questionnaire tool, items, and terminology was assessed during the pilot study. A drop-off and pick-up technique was employed in order to enhance the response rate as per Ross-Davis and Allred (2011). Prior to dropping off the questionnaires, the hotels would be requested to participate in the exercise. Where the questionnaire would be sent, a cover letter explaining the importance and stating that the information of the respondents would be treated with confidentiality could be sent.

In circumstances where questionnaires could be sent and not self-administered, the residential customers were allowed a maximum of two days to fill up before the questionnaires would be picked up by a research assistant. During the collection of the questionnaires, a note would be sent to thank the participants and at the same time encourage those that had not responded. A follow-up data would be agreed upon which conforms with (Boyd, 2002). The respondents were requested to rate the hotels in comparison with other hotels in the same industry on each measure of customer satisfaction. Customer satisfaction will be measured using the following dimensions;

on buyers' level of satisfaction: expectations, disconfirmation of expectations, and performance (David M. Szymanski and David H. Henard 2016)

3.7 Validity and Reliability of Research Instrument

Validity is reached by aligning the content of the questionnaire with the objectives of the research (Van Tonde & Ehlers, 2011). Validity test must produce information that is not only relevant but also free from systematic errors.

3.7.1 Validity of the study instrument

Validity refers to the accuracy of a measurement instrument and to the extent to which the instrument measures what it is purported to measure Zikmund et al., (2010). It also denotes to the extent to which a specific measure is free from systematic and random errors (Malhorta and Peterson, 2009). There two types of validity include internal and external (Van Tonde & Ehlers, 2001). External validity denotes to the extent to which the results of the study could be generalized to other particular research settings and other samples. In this study, to ensure external validity, the results were generalized to other Ugandan hotel settings and other emerging economies. Additionally, the following kinds of internal validity were ensured through content and construct validity.

Content validity denotes to the extent to which a research instrument adequately covers the constructs under study. Content validity was ensured in various ways which included; first, content validity was achieved by seeking the opinion of experts (study's supervisors). As far as construct validity is concerned, Straub et al., (2004) asserts that it is the extent to which a measurement instrument is grounded in theory. This means that it paramount for the instrument to have existing conceptual or theoretical bases in the literature. In this study, construct validity was assured by

deriving dimensions of Relational marketing programs, cultural values, relationship value, and customer satisfaction from existing literature. Consequently, the questionnaire tool adopted was aligned well with the research objectives.

Further, essential adjustments were made to the questionnaire based on feedback obtained from the pilot study. Similarly, large sample size was used to boost the accuracy of the results. Straub et al., (2004) further postulate that other aspects of construct validity are convergent and discriminant validity. This was ensured through Exploratory Factor Analysis (EFA). Hair et al., (2006) posits that factor analysis basically involves four stages as follows; first, arrangement of correlation framework which is the number within the primary distance of matrix called communality. Secondly, factor extraction which is getting the most components that have caused changes within the proposed variable. This may be done through commonly utilized strategies just like the principal Component Examination (PCA), greatest probability, principal axis factoring, and least Square. This study used PCA as the extraction method as well.

Third, the selection and rotation of factors loading for each item in the factor matrix which shows the amount of correlation each item is analyzed through PCA was used together with variance maximization (varimax) rotation and Kaiser normalization. This brings out easy interpretation as only components with Eigen value greater than one (1) are extracted and renamed accordingly as suggested by Hair et al., (2010).

Finally, a statistical test of sampling adequacy using Kaiser-Meyer-Olkin (KMO) was used to indicate the proportion of variance in the variable that might be caused by the underlying factors. The value of 1.0 is regarded as useful for factor analysis.

Consequently, Bartlett's tests of Sphericity was used to check the hypothesis which states that the correlation matrix is an identity matrix. If the variables are unrelated then it is an indication that they are unsuitable for structure detection. Accordingly, Hair et al., (2010) recommends that values of less than 0.05 indicate that the data is good for factor analysis.

3.7.2 Reliability of study instrument

Reliability is a pointer of a measures' internal consistency Zikmund, (2010). Before the commencement of the main fieldwork, filtering of the measurement scales started with computing reliability coefficient (Cronbach's alphas) in accordance with Du Plessis (2010) recommendations. The questionnaires were tested through piloting the respondents among selected hotels' customers. However, respondents from pilot-tested hotels were not part of the study as this would have introduced assessment biasness. Connely (2008) recommends that a pilot study sample should be 10% of the projected sample for research. Equally, similar recommendations are made by Cooper and Schilder (2011) and Creswell (2014).

Therefore, the pilot test for this study involved 62 registered hotels as per the Uganda hotel owner's' association, which were randomly selected. The responses from the sampled hotels which were 19 in total were coded, summated, and entered in the SPSS and a Cronbach alpha (α) coefficient tests of reliability were calculated based on a threshold of at least 0.7 as suggested by Hair et al., (2006). For the purpose of determining the reliability of the study constructs, Cronbach's alpha tests were conducted on all the scales, using a 0.7 cut-off point which is recommended as commonly acceptable (De Vellis, 2012). The closer the Cronbach's alpha is to 1, the higher the internal consistency reliability Sekaran and Bougie (2010).

The rationale for the assessment of the individual items in each scale was to ensure that it measured the same construct and thus highly inter-correlated. It should be noted that a questionnaire with good internal consistency should have alpha coefficients (Hair et al., 2010). The study results in most cases the minimum required Alpha values of 0.70 exceeded in all the cases, signifying that the instrument used was reliable.

3.8 Measurement of Study Variables

3.8.1 Dependent variable- customer satisfaction

The measurement instrument was developed for testing the hypothesis. In order to guarantee the instrument's content validity, it is normally advisable to largely adopt the items for such construct from previous studies Luarn and Lin (2005). A five-item scale was used in measuring customer satisfaction utilizing the insights from the scale that Caruana (2002) utilized within the research on retail banking of money in Malta. A dependent variable is a process result that's anticipated or clarified by other variables. In this study, the dependent variable is customer satisfaction.

Respondents were asked to evaluate hotels' efforts in enhancing customer satisfaction by considering a series of statement judgments formulated specifically to allow comparison with major competitors in the industry. Customer satisfaction was measured using a subjective assessment of the hotels' efforts to maximize customer satisfaction relative to the industry's competitors along the three dimensions of satisfaction to the customer, expectations, expectations disconfirmation, and perceived performance, where customer satisfaction items response summated to create an aggregated score Uebersax, (2006).

3.8.2 Independent variable – relationship marketing programs

An Independent Variable is expected to influence the dependent variable in some way or to predict the outcome of the phenomenon studied. In this study, the independent variable relationship marketing programs constituted; social, structural, financial, and confidence programs. The measurement tool for these dimensions was adopted from previous studies as follows; Luu et al. (2018). A Five-Point Likert-type scale anchor was used. Respondents were requested to point out their level of agreement with each item, where 1 represented 'Strongly Disagree' and 5 represented 'strongly agree'.

3.8.3 Moderating variable – cultural values

Distinctive variables have been explored by past studies around scales measurements of cultural values variable and this study adopted them and tailored the instrument to suit the circumstances.

The cultural values measurements are adopted as per Tsang (2011) and House et al., (2002). Agreeing to Schwartz et al. (2012), openness to alter values center on readiness for unused thoughts, exercises, and encounters. Preservation values signify limiting one's behavior, stressing steadiness, and keeping up the status quo (consequently avoiding alter). Self-enhancement values relate to an individual's seeking after his or her interests. Self-transcendence values involve going past one's own interests for those of others. To tap the three dimensions as per Tsang (2011) and House et al., the aforementioned values, respondents were asked—on a 5-point scale (1 = "Strongly disagree to 5 = "Strongly agree. This variable was considered as a matter of aspects that distinct, that the three aspects of customer integration, internal integration, and employees' integration are more in literature and mainly this study utilized shared values, identities, and beliefs of customers which formed the basis of this research.

3.8.4 Mediating variable – relationship value

The scales of relationship value were adopted; they were altered in order to suit the context of this study which is the hotel industry. The variable was measured on a five-point Likert-type scale from 1 = strongly disagree to 5= strongly agree. The measurements are as John T. Mentzer et al., (2010); Roos et al (1997); and Roger Baxtera, Sheelagh Matear (2004). The constructs along which relationship value were measured as per the proceeding scholars included; service quality, delivery, communication, and technical know-how. The constructs formed the bases of measurement of the mediating variable

3.8.5 Control variables

In order to remove the effects of confounding variables, the study included three control variables (relationship age, gender, and education).

Table 3.2: Measurement of Variables

Variables	Number of items	Sources
Independent Variables		
1. Relationship marketing programs • Social programs • Structural programs • Financial programs • Confidence programs	9	Ngoc Luua, Liem Viet Ngob, Jack Cadeaux, (2017).
Moderator Variable		
2. Cultural values	12	Smith and Schwartz (1997) and Bond (2002), Schwartz et al. (2012), House et al. (2002), Ji Wen, Yaou Hu, Hyun Jeong Kim, (2017), Kluckhohn and strobeck (1961) in Nelson K.F. Tsang (2010)
Mediating variable		
3. Relationship value	9	Golicic and Mentzer (2010) are also supported by Roos et al (1997) and Roger Baxtera, Sheelagh Matear (2004).
Dependent Variable		
4. Customer satisfaction	11	Caruana (2002)

Sources: Research Data (2018)

3.9 Data Analysis and Presentation

Data analysis was done using a hierarchical regression model, with the aid of SPSS version 24.0 Hayes and Mathes (2009) using both descriptive and inferential statistics. Descriptive analysis was done for comparison of means, frequency distribution, and standard deviation values. Distances of cases from the centroid of remaining cases created at the intersection of means of all variables were used to inspect multivariate outliers. Consequently, distances were calculated using IBM SPSS Regression by evoking Mahalanobis D2 values. A case was therefore deemed a multivariate outlier if the p-value related with Mahalanobis chi-square value was below 0.001. Scale reliability and validity were assessed using Cronbach's coefficient alpha and factor analysis. To test the linear relationship and usability of variables in regression analysis, correlation analysis was done using Pearson's Product Moment Correlation (PPMC).

I used Harmon's factor test to examine whatever or not common methods variance in the predictor and outcome variables expands the empirical relationship among variables Podsakoff et al., (2003).

3.9.1 Model specification

Model 1: Hierarchical regression model for testing all the direct effect hypotheses were evolved in the following;

Equation 1: For the testing effect of control variables on customer satisfaction;

$$Y = \beta_0 + \beta_1 \text{Gender} + \beta_2 \text{Age} + \beta_3 \text{Education} + \epsilon$$

Equation 2: Testing the direct effect hypothesis (**H₀₁**);

$$Y = \beta_0 + C + \beta_1 X + \epsilon$$

This ascertains the effect of RMPs on customer satisfaction

Equation 3: $Y = \beta_0 + C + \beta_1 X + \beta_2 M + \epsilon$, this was for testing the effect of mediation on customer satisfaction (**H02**)

Equation 4: $Y = \beta_0 + C + \beta_1 X + \beta_2 M + \beta_3 W + \epsilon$, this was for testing the effect of a moderator on customer satisfaction.....(**H03**)

Model 2: Mediation

Following procedures and equations were

Used to for mediation hypothesis

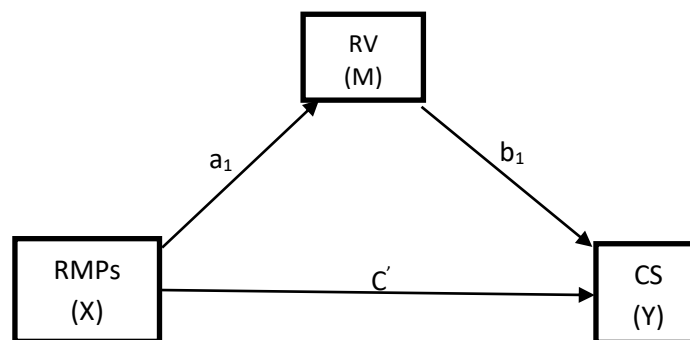


Figure 3.1: For Mediation (H04)

- (i) $M = a_0 + a_1 X + \epsilon \dots \dots \dots (i)$
- (ii) $Y = a_0 + b_1 M + \epsilon \dots \dots \dots (ii)$
- (iii) $Y = a_0 + c^1 X + b_1 M + \epsilon \dots \dots \dots (iii)$
- (iv) $M = a_1 \times b_1$

Where: -

Y is the dependent variable (customer satisfaction)

X is an independent variable # 1 (Relationship marketing programs)

W is the moderating variable

M is the mediating variable

3.9.2 Moderation and mediation test

To perform moderated- mediation Hayes macro process was used each variable had to undergo a series of steps that determined whether there is an existence of mediation and whether that mediation was partial or full.

An investigation by Hair et al. (2010), Mackinnon (2008), and Baron and Kenny (1986) was applied. The following are the steps: 1. The control variables (C) were entered into the model as block two and regressed on the dependent variables (Y). 2. The control variables (C) were entered into the model as block one, at that point, the mediator variable (M) was also entered into the model as block two and regressed on the dependent variable (Y). 3. The control variables (C) were entered into the model as block one, then the independent variable (X) was entered into the model as block two and regressed on the mediator variable (M). 4. If steps 1-3 produced significant models, control variables (C) were entered into again.

The model as block one, then the mediator variable (M) were entered into the model block two, and then the independent variable (X) was entered into the model as block three and regressed on the dependent variable (Y). If a significant model resulted, full mediation exists. If full mediation was found to exist, the effect of X on Y will no longer be significant (Baron and Kenny 1986; Zhao, Droge, and Stank 2001).

Further, the third sub-hypothesis sought to establish the effect of cultural values on the dependent variable which is customer satisfaction. That is, would the effect of cultural values strengthen or weaken the relationship between relationship marketing programs and customer satisfaction.

Using moderated regression analysis, the hypotheses were tested to establish the extent that the moderator variable affects the relationship between relationship marketing programs and customer satisfaction. The moderator effect was examined using the procedures regression analysis as outlined by Baron and Kenny (1986); Aiken and West 1991). Therefore, the moderating effect of cultural values on

relationship marketing programs on customer satisfaction relationship respectively was subsequently evaluated using the models below.

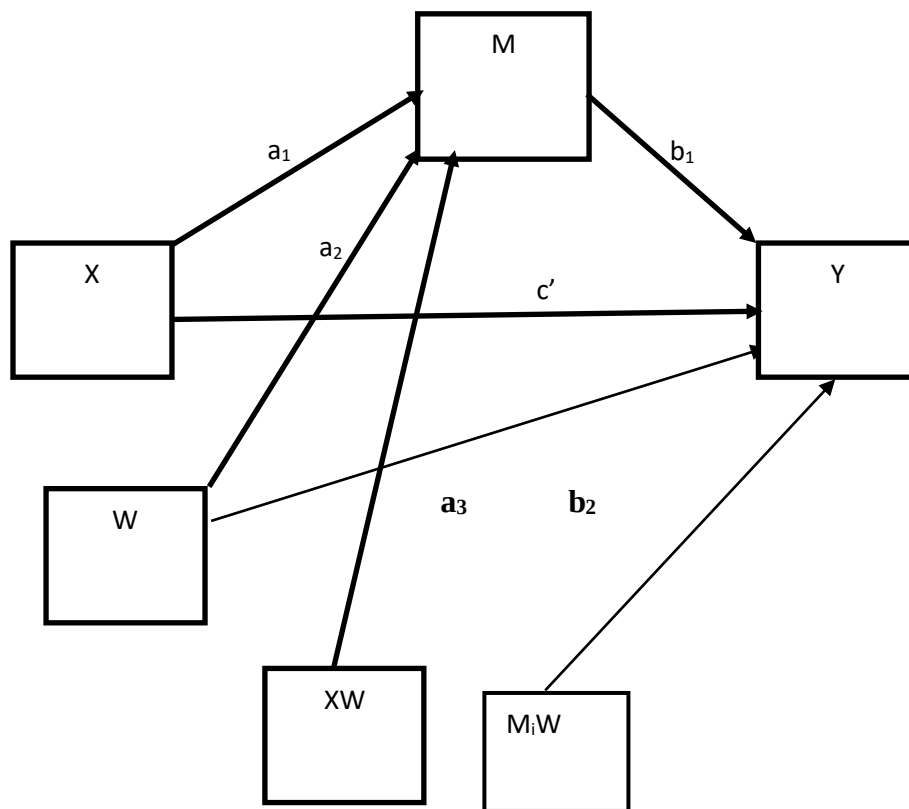


Figure 3.2: Statistical Diagram:

Model Equation(s): (H_{05}); This ascertains the moderation effect of cultural values on the relationship between RMPs and relationship value

$$Y = b_0 + b_1 M + c' X$$

$$M = a_0 + a_1 X + a_2 W + a_3 XW$$

Algebra to calculate indirect and/or conditional effects by writing model as

$$Y = a + bX:$$

$$Y = b_0 + b_1 M + c' X \quad M = a_0 + a_1 X + a_2 W + a_3 XW$$

Hence... substituting in equation for M

$$Y = b_0 + b_1(a_0 + a_1 X + a_2 W + a_3 XW) + c' X$$

Hence... multiplying out brackets

$$Y = b_0 + a_0 b_1 + a_1 b_1 X + a_2 b_1 W + a_3 b_1 XW + c' X$$

Hence... grouping terms into form $Y = a + bX$

$$Y = (b_0 + a_0b_1 + a_2b_1W) + (a_1b_1 + a_3b_1W + c') X$$

Hence...

One indirect effect(s) of X on Y, conditional on W:

$$a_1b_1 + a_3b_1W = (a_1 + a_3W) b_1$$

One direct effect of X on Y: c'

In summary;

Model 3: Moderation

$$Y = C'_0 + C + C'_1X + C'_2W + C'_3XW + \varepsilon \dots\dots\dots (H_{06});$$

$$Y = b_0 + C + b_1M + b_2W + b_3MW + \varepsilon \dots\dots\dots (H_{07})$$

Model 4: Moderated mediation

$$Y = a_1b_1 + a_3b_1W + a_1b_2W + a_3b_2W = (a_1 + a_3W) (b_1 + b_2W) \dots\dots(H_{08})$$

3.9.3 Underlying assumptions of the multiple regression model

A regression model is defining a carefully worked-out representation that depicts the relationship that exists between the independent variables and dependent variables. It should be note that all regression models assume assumptions,

Therefore, when these assumptions are violated, there is a possibility of unreliable results. This study assed the assumptions below that underline the multiple regression model of analysis.

- i. Normality is the postulation that the scores on a continuous variable are normally distributed about the mean, (Tharenon et al., 2007). The normality of all variables was tested using mathematical methods. The normality of distribution was checked by use of the Kolmogorov-Smirnov test.
- ii. Linearity refers to the degree to which the change in the dependent variable is related to a change in the independent variables (Hair et al., 2010). Linearity

between the dependent variable and each independent variable was tested using PPMC. The goal was to assess the strength of a linear relationship among variables.

- iii. Homoscedasticity is the postulation that the DV shows related amounts of variance across the range of values for the IV which is around the regression line. This means that they have a spread that is equal. This study used Levene's statistic for equality of variances to test for the homoscedasticity assumption.
- iv. Multi-Collinearity is the existence of correlations that are high between IVs (Williams et al., 2013). In this study, tolerance and Variance Inflation Factor (VIF) values was used to assess multi-collinearity. Usually, a tolerance value of below 0.10 or a VIF value greater than 1.0 demonstrates a multi-Collinearity problem that is serious (Hair et al., 2007; leech et al., 2011). Tolerance depicts that the amount of variability of the particular IV that is not explained by other independent variables, whereas VIF is the inverse of tolerance

3.9.4 Hypotheses testing

In order to predict the value of a DVs, multiple regression analysis is used based on the value of two or more IVs. The hypotheses of the study were tested using a T-test and P-value.

The null hypotheses were either rejected at $p < 0.05$ levels, otherwise fail to reject at $p > 0.05$ levels.

3.10 Ethical Considerations

In conducting research, there are some ethical issues that should be considered and therefore ethical considerations during the study are critical (Punch, 2005). Adherence to ethical consideration encourages the researcher to have a smooth procedure in information gathering. Highly ethical behavior can be characterized by being fair, just, and acceptable. Ethical values can be highly influenced by one's moral standards (Greener, 2008; Saunders et al., 2009; Zikmund et al., 2010). Ethical considerations are of paramount effect because they guide researchers on how to protect participants' confidentiality, build trust with the participants, and enable the reliability of research.

While conducting this study, all the ethical concerns and attempts to uphold them were given consideration. The researcher sought permission to carry out the research from the relevant authorities and consent too was sought from the participants that were involved in this study. During the period of the study, the researcher further assured the respondents of confidentiality of all data collected to the extent that it was agreed upon with the respondents.

The following ethical issues were observed to enhance ethics during the study; full information was given to the participants about the aim of the study. Consent was gained from the participants, the researcher outlined participants' protections and ethical guidelines that were followed during the research study such as the voluntary nature of the study and participants' right to withdraw at any time without fear of punishment or consequence. The researcher further laid out any physical or mental dangers that the members may experience and showed that members were not committed to finishing any piece of the investigation with which they were not happy. Also, the researcher affirmed to the respondents that the responses given were only to be used for academic purposes only and therefore ensured confidentiality and

anonymity. These ethical considerations are supported by various authors (Saunders et al., 2009; Greener, 2008; Zikmund et al., 2010).

Additionally, a research permit was obtained from Moi University to conduct the study. Lastly, permission to access hotels was sought from Uganda hotel owners' association

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.0 Overview

This chapter presents the survey results, analysis, and interpretation of empirical data on the effect of relationship marketing programs which is conceptualized to include; social programs, financial programs, structural programs and confidence programs, relationship value moderated by cultural values on customer satisfaction in the Ugandan hotel industry. It also provides results on the moderating effect of cultural values on the relationship between relationship marketing programs and relationship value. In the first section, data presentation was on response rate, demographic statistics of the customers. This was followed by descriptive statistics, reliability, validity and factor analysis. Subsequently, it was followed by inferential statistics on correlations, multiple hierarchical regression analysis and finally discussion of empirical results and related literature of the findings. The findings were all presented so as to address the following research study hypotheses;

H₀₁: Relationship marketing programs have no significant effect on customer satisfaction.

H₀₂: Relationship value has no significant effect on Customer satisfaction

H₀₃: Cultural values have no significant effect on customer satisfaction.

H₀₄: Relationship value has no significant mediating effect on the relationship between relationship marketing programs and customer satisfaction.

H₀₅: Cultural values have no significant moderating effect on the relationship between relationship marketing programs and Relationship value.

H₀₆: Cultural values have no significant moderating effect on the relationship between relationship marketing programs and customer satisfaction.

H₀₇: Cultural values have no significant moderating effect on the relationship between relationship value and customer satisfaction.

H₀₈: Cultural values have no significant moderated- mediating effect on the relationship between relationship marketing programs and customer satisfaction through relationship value.

4.1 Response Rate

There was only one category of respondents particularly for this study. Walk-in and residential customers from the Hotel industry in Uganda mainly formed the target category. A total of three hundred and eighty-four (384) questionnaires were distributed as per the selected Hotels through research assistants. The list of the Hotels is attached. Three hundred and thirty-three (333) questionnaire scripts were duly filled and while fifty-one (51) were not returned.

Table 4.1: Response Rate

Items	Customer
Sample size	384
Responded	333
Response Rate (%)	86.7

Source: Survey Data (2019)

The response rate for this study was 86.7% which was within an acceptable level in support of Babbie (2007) who asserted a response rate of at least 50% is considered adequate for analysis and reporting. However, Fowler (2002) stated that there was no agreed-upon minimum response rate, the more responses received, the more likely it was that one would be able to draw statistically reliable conclusions about the target population, therefore, the response rate was sufficient for the analysis of the results so as to address the research study objectives.

4.2 Missing Values and Treatment

Missing value analysis was conducted using the SPSS software so as to analyze the extent to which data was missing from the data that had been collected. The summary of the missing values analysis was presented as indicated in the figures below and the results are shown using SPSS generated charts.

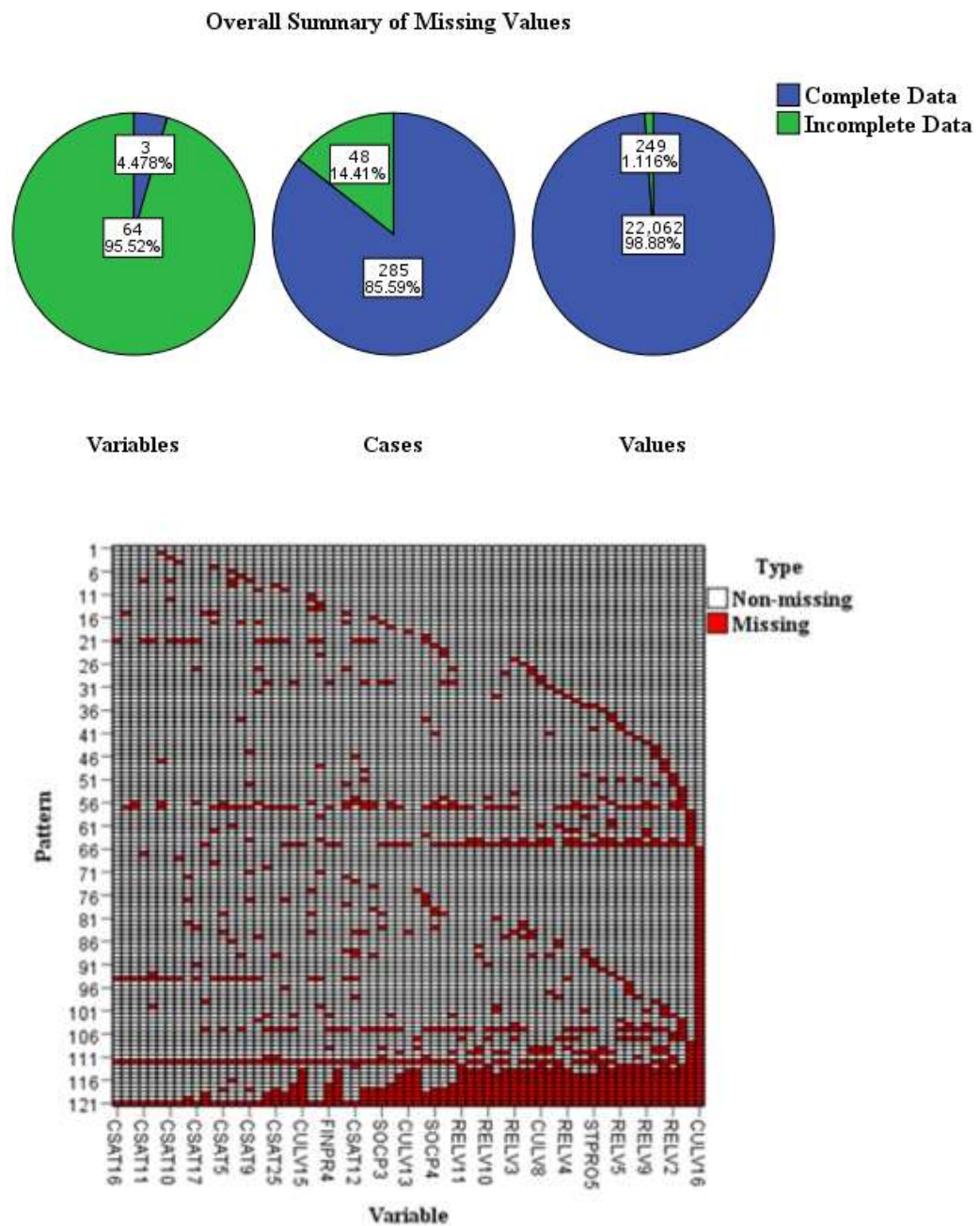


Figure 4.1: Missing Value Patterns

The figures above show that overall, 100% of the variables had incomplete data, meaning that at least each variable had some incomplete data. On the pie chart showing the Case analysis for missing data, it was noted that 53.15% of the cases had some incomplete data. The results show that 46.85% of the cases had some missing data and 53.15% did not have any missing data at all. Further the final figure on the Values showed that overall, 4.446% of the values were missing and 95.55% were not missing at all.

The missing value patterns in the data were also presented using the figure 2- below the Patten below shows that the missing data was relatively spread within the data set and there was no need for concern about the fact that the missing data could be a result of certain specific variables. The researcher also tested the missing value analysis using the Little's MCAR test and the results for this showed that it is not statistically significant (sig. >.05)

Little's MCAR test: Chi-Square = 7187.569, DF = 7116, Sig. = .273

The Little's MCAR results showed that the data was missing completely at Random and as such, there was no specific item that could be blamed for the missing data as being sensitive or vague.

4.3 Background Characteristics

The researcher presented the background characteristics of the respondents using frequency distributions which are presented in the table below;

Table 4.2: Demographic Characteristics of the Respondents

Gender:	Count	Percentage
Female	132	39.6
Male	201	60.4
Total	333	100
Age Group		
21-30	101	30.3
31- 40	99	29.7
41-50	88	26.4
Above 50	45	13.5
Total	333	100
Education:		
Below Diploma	51	15.3
Diploma	85	25.5
First Degree	122	36.6
Postgraduate degree	75	22.5
Total(N=333)	333	100

Source: Research data (2019)

Gender Distribution: The results in **table 4.2** above showed that the sample was dominantly comprised of males (60.4%) though there were also females that featured in the sample (39.6%). These results show that the research study was not biased in any way with regard to gender since both categories were well represented. The other indication is that the males are more likely to be in these hotels owing to the corporate and the lifestyle aspects, which usually see men hanging out with friends and peers while women are more mindful of the family as and when they get some free time off their work schedules.

Age Group: Over 70% of these respondents were in the 21- 50-year age bracket and the distribution in this case could be attributed to the fact that the people in this age group, usually have more to do at the hotel than any other age bracket. Such persons are bound to be employed in hotels that hold functions and conferences or even hold business meetings. However, people over 50 are most usually persons that come to

spend their free time and money at the hotels and not many persons can do this in Uganda, which is a developing country.

Highest level of education: 36.6% of the respondents were holders of the Bachelor's degree and this was the most common qualification among these respondents. However, other categories of respondents were also represented for instance those with Diplomas (25.5%) and Post Graduate qualifications (22.5%). The findings in this case show that the respondents were quite literate and could ably understand the questions that were raised in the questionnaire, and thus give more reliable and credible answers for the study.

Overall, these background characteristics give the reader an overview and understanding of the nature of the persons who participated the study and the entire makeup of the sample with regard to these attributes and therefore be able to make decisions from an informed point of view for the respondents.

4.4 Descriptive Statistics for the Study Variables

In this section, the various mean scores (M), and standard deviations (SD), are summarized for all the measurement items or statements related to relationship marketing programs, cultural values, relationship value, and customer satisfaction. The results were computed and analyzed for estimating the extent of customer satisfaction derived by the respondents from the Ugandan hotels. The findings are well displayed in the sections below according to different variables.

4.4.1 Relationship marketing programs

Relationship marketing programs (Luu et al., 2018) refers to the building of the reciprocity norm based on the social exchange theory, whereby the focus is on the positive linear effect of supplier's, in this case, the hotel under investigation on how it

exploits relationship marketing programs which as per the study includes but not limited, (financial, social and structural, confidence programs) on customer-specific return on investment and supplier-buyer relationship value, further emphasized by (Palmatier *et al.*, 2007). The study focused on how the hotels in Uganda exploit the importance of relationship marketing programs as well as cultural values moderating the relationship between RMPs and relationship value in the attainment of customer satisfaction.

Table 4.3 displays the results based on the findings which indicate that on social programs; special treatment or according to special status by the hotels is done, is reflected with (mean= 3.94, SD = .84). At the same time, there's a provision of entertainment, gifts, and meals (mean= 4.08, SD= .77). From the findings, it can be deduced that there's high consensus on the two statements from social programs. This elucidates relationship value as well as customer satisfaction for the hotels. It is also agreed that special reports or any information relevant are given to customers (Mean= 3.67, SD = 1.07) There's also care provision and taking into consideration of customer's opinions into the use of the hotel facilities as per the findings, (Mean= 3.89, SD= 1.03). From such findings, it points to the importance of social programs if relationship value and customer satisfaction are to be maximized.

Furthermore, on structural programs much consensus is reflected in the items that probe whether there's a provision of product-related to new knowledge, and from the structural programs; complete and integrated customer services with (mean= 3.85, SD= .97), (mean= 3.98, SD= .764). This facilitates the maximization of customer satisfaction as shown by much consensus from the customers. Problems and complaints (mean= 4.01, SD=.925). It also reflects much consensus and enables the

hotel in realizing customer satisfaction. The following items have their standard deviations above one, and include; opportunities to interact with other customers, (Mean= 3.72, SD 1.17).

On financial programs the findings indicate that respondents have no much consensus as reflected from the standard deviations in the following items; offering special incentives to its customers (mean= 3.41, SD = 1.15), increases in the number or value of transactions the hotel gives more (Mean= 3.43, SD= 1.28), get special pricing or discounts, (Mean 3.44, SD=1.15), and often getting free products and services (mean= 3.75, SD=1.17). From such findings, it's evident that customers concur with the financial service packages provided by the hotels. Still, on structural programs; provision of personalized products or services with a (mean= 3.75, SD= 1.02), and special structural changes have been instituted for customers, (mean 3.54, SD=1.13). Based on the findings the hotels are able to maximize customer satisfaction. It is indicated by the means and standard deviations of the items used.

Table 4.3: RMPs Descriptive Statistics

Relationship marketing programs	N	Min	Max	Mean	SD
<i>Social programs</i>					
I often receive special treatment or status from this hotel	333	1	5	3.94	0.84
This hotel often provides meals, entertainment, and gifts	333	2	5	4.08	0.77
I often receive special reports and/or information from this hotel	333	1	5	3.67	1.07
<i>Confidence programs</i>					
This Hotel actively cares about my opinions and how I use its products	333	1	5	3.89	1.03
This Hotel provides opportunities to interact with other customers	333	1	5	3.72	1.17
<i>Financial programs</i>					
This Hotel often offers special incentives to its customers	333	1	5	3.41	1.15
With increases in the number or value of transactions, this hotel gives more	333	1	5	3.43	1.28
Customers frequently get special pricing or discounts	333	1	5	3.44	1.15
The customer often gets free product and services	333	1	5	3.75	1.17
<i>Structural programs</i>					
This Hotel often provides product-related new knowledge to me	333	1	5	3.85	0.97
This hotel provides complete and integrated customer services	333	1	5	3.98	0.76
Problems can be solved anytime when I have difficulties or complaints	333	1	5	4.01	0.93
This Hotel actively predicts my needs and provides personalized products or services for me	333	1	5	3.75	1.02
In this hotel, special structural changes have been instituted for customers	333	1	5	3.54	1.13

4.4.2 Cultural values

Cultural values are the premise for particular standards that detail persons what is appropriate in different circumstances which are mirrored in institutions of the society such as family, education, financial, political and religious frameworks which work as their goals and modes of operations (Abdollah, Abdullah, & Voon 2016). Hotels in

their efforts to attract and satisfy customers utilize the existing contexts to design programs that reflect customers' needs and wants. In the case of this study, it aimed at establishing the moderating effect of cultural values among the Ugandan hotels when designing programs that enhance customer satisfaction. With regard to the findings in table 4.4, it indicates that hotel customers appreciate the incorporation of cultural values in their programs. The hotels develop relationships with their customers with a (Mean=3.53, and SD = 1.20) an aspect that justifies the importance of the relationship. On the same note, customers celebrate the milestones in their lives (Mean = 3.46, SD=1.14), The hotels also create memories for its customers, (Mean= 3.80, SD=1.16). The findings from the two items indicate that hotels practice the aforementioned items as customers concur with the items. This in turn results into customer satisfaction maximization.

The hotel is a home away from home for its customers (Mean = 3.80, SD =.99), The hotel has a high percentage of repeat guests (Mean = 3.82, SD =1.10). To be of service is the noblest profession (mean= 3.76, SD =1.00). From the findings in the three items, it shows that the hotels are appealing to customers as they reflect their homes when staying or visiting. Again it is confirmed when hotels encounter more repeat guests, it's an indication of loyal customers. There's also an emphasis on professionalism when dealing as agreed with customers. On such a basis, one would be right to assert that customer satisfaction is likely to be maximized in the hotels if the implementation is done as per the findings. The hotel provides psychic life for its customers (mean= 3.92, SD=1.06). The findings also show that hotels try to enhance the psychological life of the customers by ensuring that customers are relaxed when they stay or visit.

It is attested that the hotel's personnel treat its customers with respect (mean=3.89, SD=1.02). it is also noted that respect in the hotels is virtual if customer satisfaction is to be attained. The hotel's personnel treat all customers with sensitivity (Mean=3.71, SD=1.06). Furthermore, carefulness is exercised in order to be culturally sensitive to capture cultural values. This hotel provides information about the local culture (Mean=3.76, SD=1.14). Local culture is seen as important in this study if customer satisfaction is to be realized. The findings emphasize local culture to be taken care of if customer satisfaction is to be maximized. The hotel makes one feel and see different cultures (mean=3.93, SD=1.04). Suffice to note is that seeing and feeling different cultural displays makes it more conducive for customers thus customer satisfaction. This hotel treats its customers with courtesy (mean=3.88, SD=1.01). To propel it further in the endeavors to enhance customer satisfaction, customers are treated politely and gently.

Table 4.4: Cultural values

Cultural values	N	Min	Max	Mean	SD
This hotel develops a relationship with its customers	333	1	5	3.53	1.20
This hotel helps customers celebrate the milestones in their lives	333	1	5	3.46	1.14
This hotel creates memories for its customers	333	1	5	3.80	1.16
This hotel is a home away from home for its customers	333	1	5	3.80	1.00
This hotel has a high percentage of repeat guests	333	1	5	3.82	1.10
This hotel believes that "To be of service is the most noble profession"	333	1	5	3.76	1.00
This hotel provides psychic life for its customers	333	1	5	3.92	1.06
The hotel's personnel treats its customers with respect	333	1	5	3.89	1.02
The hotel's personnel treats all customers with sensitivity	333	1	5	3.71	1.06
This hotel provides information about the local culture	333	1	5	3.76	1.14
This hotel makes you feel and see different cultures	333	1	5	3.93	1.04
This hotel treats its customers with courtesy	333	1	5	3.88	1.01
Valid N (listwise)	333				

4.4.3 Relationship value (*Service quality, Delivery performance, and communication*)

From a managerial perspective, relationship value refers to the benefits received perceived by buyers, customers, or suppliers according to their expectations from a business exchange relationship in terms of their needs and wants (John T. Mentzer et al., 2010). The same writer constitutes it in four dimensions; service quality, delivery performance, hotel know-how, and communication. The study therefore in line with the intended purpose sought to establish the mediating effect of relationship value among the hotels in Uganda. Table 4.6 illustrates the results;

From the results in table 4.6, the following items illustrate the responses on relationship value in terms of service quality. Customers are willing to spend more to keep their relationship with this Hotel (mean= 3.83, SD=.851). This is evidence that relationship value is high as reflected in much consensus from the respondents. Therefore, the relationship is much valued since customers are willing to pay more. On getting a lot of value from the relationship with the hotel (mean=3.92, SD=.937), in this case, there's also strong agreement on getting a lot of value from the relationship which one can say that the relationship is of strong value to the customers. It indicates the importance of relationship value if customer satisfaction is to be appropriately enhanced. Also relationship with the Hotel improving its value (mean=3.62, SD=1.109). Still, on the same, it justifies the need for relationship value from the customer's perspective.

In regard to delivery performance, customers view the cost of the relationship with the Hotel as less than the benefits they receive (mean= 3.62, SD=1.168). It can be noted that customers attest to the costs being less than the benefits received, an indication of great value in terms of service delivery performance. On receiving a lot of benefits

from the relationship with the Hotel (mean=3.50, SD=1.163). Also, a great deal of benefits being received by customers is in agreement with the hotel's services though no much consensus as reflected in the standard deviation. Customers' relationship with the Hotel helping in understanding each other's needs and wants (mean=3.72, SD=1.094). It is evident that the relationship has helped in understanding each others' needs based on the results. Customers' relationship with the hotel has helped improve service reliability and consistency (mean=3.67, SD=1.064). It is reaffirmed that consistency and reliability have been improved as a result of the continued relationship between customers and hotel management.

The hotel personnel's knowledge on how to handle customers is reflected; in their relationship with the hotel which makes them feel proud when staying in it (Mean=3.84, SD =.969). The results further indicate a good environment created by the hotels which makes customers value it. The benefits from the relationship with the hotel strongly match customers' conception of an optimal relationship (mean=3.81, SD=.979). Again the knowledge capability is further indicated by the customer's optimal conviction which propels the hotels' efforts in maximization customer satisfaction. From the two items, the results indicate a high consensus among the customers on the knowledge know-how.

Whether the relationship with this Hotel has helped in-service problem solving shown (mean=3.76, SD=1.010). This shows that the hotel's communication function is well designed which makes it fit customers' concerns. The relationship with the Hotel has helped improve on-time service punctuality (mean=3.98, SD=.837). In the communication function, it should be noted that punctuality in hotel service delivery is paramount. This is further reaffirmed by the high consensus from the respondents (customers).

Table 4.5: Relationship value

Relationship value	N	Min	Max	Mean	SD
I am willing to spend more to keep the relationship with this Hotel	333	1	5	3.83	0.85
I get a lot of value from the relationship with this Hotel	333	1	5	3.92	0.94
My relationship with this Hotel improves its value	333	1	5	3.62	1.11
The cost of the relationship with this Hotel is less than the benefits I receive	333	1	5	3.62	1.17
I receive a great deal of benefits from the relationship with this Hotel	333	1	5	3.50	1.16
My relationship with this Hotel has helped in understanding each other's needs and wants	333	1	5	3.72	1.09
My relationship with this Hotel has helped improve service reliability and consistency	333	1	5	3.67	1.06
My relationship with this Hotel makes me feel proud when staying in it	333	1	5	3.84	0.97
The benefits from the relationship with this hotel strongly match our conception of an optimal relationship	333	1	5	3.81	0.98
My relationship with this Hotel has helped in-service problem solving	333	1	5	3.76	1.01
My relationship with this Hotel has helped improve on-time service punctuality	333	1	5	3.98	0.84

4.4.4 Customer satisfaction

The assignment of giving and keeping up client fulfillment is one of the most important challenges as of now confronting the leaders of numerous businesses, education, and policy (Hütten, Salge, Niemand, & Siems 2018). It ought to be noted that the concept is relatively recent. Amid the 1970s, American firms for a number of reasons did not recognize the satisfaction of the customer as an issue. Buyers discover delight and fulfillment in their buying encounters impressively more regularly than they discover difficulty and discontent (Hütten et al., 2018). The results on customer satisfaction are presented in Table 4.5.

The respondent's perceptions of customer satisfaction were sought and their responses tabulated. The results basing on the findings; on the quality of service the hotel offers,

the variety of beverages and food that is served to customers as indicated by a (mean of 3.99, SD= 0.893) the standard deviation justifies much agreement of the customers with the statement and the efforts made by the hotel. The statements of; feeling satisfactory of hotel's overall performance (Mean=4.07, SD=.849), the hotel performance has met my expectation (Mean=4.08, SD =.827), the satisfaction level of this hotel is quite close to my ideal hotel (Mean= 3.95, SD=.955). The four statements used to explain customer satisfaction reflect high consensus from the respondents an indication of the met *customer expectations* by the hotels.

The following statements were used to establish customer satisfaction in the hotels with regard to its dimension of *disconfirmation/confirmation and performance* where consumers compare; Price of food and beverage of this hotel compared to other Hotels (Mean=3.57, SD=1.187), New and modern facilities of the room (mean=3.59, SD=1.172). The findings indicate that the price of food and beverages compared to other hotels that did not fall in the target sample, was relatively better as well as the facilities of the rooms. On-location and Parking Facilities of the hotels compared to other Hotels with (mean=3.60, SD=1.240). On the perceived performance of the mentioned facilities, it was found out to be important for hotels if customer satisfaction is to be maximized. Hotel's management responsiveness to complaints with (Mean = 3.70, SD = 1.174). The results indicate that hotels' management appropriately responds to customer complaints, an aspect that propels customer satisfaction. The quietness of surroundings was found (Mean=3.83, SD = 1.20). Furthermore, it is agreed that the quietness of the hotel environment has an impact on customer satisfaction.

Table 4.6: Customer Satisfaction

<i>Customer satisfaction</i>	N	Min	Max	Mean	SD
Quality of service, variety of food and beverage in this hotel is better compared to other Hotels	333	1	5	3.99	0.89
I feel satisfactory of the hotel's overall performance	333	1	5	4.07	0.85
The hotel performance has met my expectation	333	1	5	4.08	0.83
The satisfaction level of this hotel is quite close to my ideal hotel	333	1	5	3.95	0.96
Price of food and beverage of this hotel compared to other Hotels	333	1	5	3.57	1.19
New and modern facilities of the room	333	1	5	3.59	1.17
Location and Parking Facilities of this hotel compared to other Hotels	333	1	5	3.60	1.24
Hotel's management responsiveness to complaints	333	1	5	3.70	1.17
Quietness of surroundings	333	1	5	3.83	1.20

4.5 Reliability and Validity of the Research Instrument

Reliability of the items for the study was assessed by determining the items Composite Reliability. The composite reliability was preferred and adopted because it is a generally more robust measure of reliability than the Cronbach alpha coefficient (Hair et al., 2006). The minimum desired of the composite Reliability Cronbach alpha is .700. The scores of reliability coefficients for this study were calculated using SPSS and SMART-PLS software. The researcher also tested for convergent validity using the Average Variance Extracted (AVE).

Table 4.7: Reliability and Validity of the Research Instrument

Variable	Composite Reliability	Average Variance Extracted (AVE)	Variance Inflation Factors
Relationship Marketing Programs	.812	.685	1.167
Cultural Values	.817	.690	1.173
Relationship Values	.768	.623	1.065
Customer Satisfaction	.838	.634	1.443

The *minimum* AVE, for the items, to have satisfied the Convergent Validity Condition which is 0.500 and we note from the values of the AVE in the table below that the lowest value was .623 and the highest was .690. The results show that the tool was

therefore worth taking for further analysis. The multi-collinearity was assessed using the Variance Inflation Index (VIF). This aspect of the data tool inspection, helps us to deduce whether the items are considered to be distinct from the perspective of the research respondents (Gareth, 2017). High VIF would lead to misleading results and there would be very high correlations which are not a result of the effect of one variable on another but would be a result of anomalies in the research instrument. The Variance Inflation Index (VIF) threshold beyond which the tool should be non-reliable, is 5.000. However, for this data set, the results in **table 4.7** show that there was no collinearity problem with the data. The Variance Inflation Factors (VIF) were less than 5.000 and the researcher, therefore, considered these items to be quite relevant for the measurement of the variables since each of them had an acceptable value of the Variance Inflation Factors (VIF). Realizing the validity and reliability values of the research instrument, the researcher then considered the data as worth subjecting to the further analysis that is essential for answering the research study variables.

4.6 Reliability Analysis of variables

Reliability analysis was conducted using the Cronbach alpha coefficient and the detailed analysis is presented in the sections that follow for each study variable. The researcher presented the Corrected Item Total Correlation and the Cronbach Alpha if Item is deleted for each item that was presented in the research questionnaire

Table 4.8: Reliability results for Relationship Marketing Programs

		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RMPSP1	I often receive special treatment from this hotel staff	.383	.653
RMPSP2	This hotel often provides quality meals and great entertainment	.360	.659
RMPSP3	I often receive special reports and information from this hotel	.334	.659
RMPSP4	This hotel actively cares about my opinions and how I use its services	.263	.669
RMPSP5	This hotel provides me with opportunities to interact with other customers	.180	.682
RMPFP1	With increases in the number or value of transactions, this hotel gives more	.315	.662
RMPFP2	Customers frequently get special pricing and discounts from this hotel	.273	.668
RMPFP3	I often get free products and services as a result of repeat visits to the hotel	.329	.660
RMPFP4	As a customer of the hotel, I have been offered items that are of great financial value	.301	.664
RMPSTP1	This hotel often provides service-related new knowledge to me	.440	.645
RMPSTP2	This hotel provides complete and integrated customer-tailored services	.300	.665
RMPSTP3	Problems can be solved anytime when I have difficulties or complaints with the hotel	.246	.671
RMPSTP4	This hotel actively predicts my needs and provides personalized products or services for me	.300	.664
RMPSTP5	In this hotel, special structural changes have been instituted for customers use	.201	.678
Cronbach's Alpha N of Items		.750 14	

The results in the table above show that the Reliability results for Relationship Marketing Programs were above .700 using a scale that had some 14 items. The results show that the items all had a significant positive relationship with the overall scale (Field, 2005) argued that an item with a corrected Item correlation that is less than 0.200 should be dropped from the questionnaire.

4.6.1 Cultural values

The results in the table below show the corrected Item Total correlation and the Cronbach Alpha Item if Item deleted for the Cultural Values variable. The reliability results in **table 4.5.2** showed that the overall item reliability was .709 which is above the threshold of .700. thus perfect to proceed with the analysis.

Table 4.9: Reliability results for Cultural Values

Cultural Values		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CVS1	This hotel develops a relationship with its customers	.483	.669
CVS2	This hotel helps customers celebrate the milestones in their lives	.484	.669
CVS3	This hotel creates memories for its customers	.456	.673
CVS4	This hotel is a home away from home for its customers	.270	.700
CVS5	This hotel has a high percentage of repeat guests	.269	.701
CVS6	This hotel believes that “To be of service is the most noble profession”	.166	.714
CVS7	This hotel provides psychic life for its customers	.307	.696
CVS8	The hotel’s personnel treats its customers with respect	.242	.704
CVS9	The hotel’s personnel treats all customers with sensitivity	.373	.687
CVS10	This hotel provides information about the local culture	.424	.679
CVS11	This hotel makes you feel and see different cultures	.314	.695
CVS12	This hotel treats its customers with courtesy	.290	.698
Cronbach's Alpha		.709	
Number of Items		12	

4.6.2 Relationship value

The results in the table below show the Cronbach alpha coefficient statistics for the Relationship value. The results showed that the items all had Corrected item-total Correlation is that were above 0.200 and therefore none was rejected. The results further indicated that there was no need to delete a single item since deleting a single

item would not help us to yield a single improvement in the reliability values but only lower the scale reliability.

Table 4.10: Reliability results for Relationship Value

		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RV1	I am willing to spend more to keep the relationship with this Hotel	.341	.628
RV2	I get a lot of value from the relationship with this Hotel	.276	.637
RV3	My relationship with this Hotel improves its value	.331	.627
RV4	The cost of the relationship with this Hotel is less than the benefits I receive	.250	.644
RV5	I receive a great deal of benefits from the relationship with this Hotel	.320	.629
RV6	My relationship with this Hotel has helped in understanding each other's needs and wants	.276	.638
RV7	My relationship with this Hotel has helped improve service reliability and consistency	.380	.617
RV8	My relationship with this Hotel makes me feel proud when staying at this hotel	.298	.633
RV9	The benefits from the relationship with this hotel strongly match our conception of an optimal relationship	.257	.641
RV10	My relationship with this Hotel has helped in-service problem solving	.312	.631
RV11	My relationship with this Hotel has helped improve on-time service punctuality	.329	.628
Cronbach's Alpha		.937	
N of Items		11	

4.6.3 Customer satisfaction

The results for the customer satisfaction variable was presented to examine the reliability of the customer satisfaction scale items. The results show that the results in **table 4.5** indicate that the items all had inter-item correlations that were above 0.200 and the items did not need any deletion since the minimal value of the Cronbach was attained already.

Table 4.11: Reliability results for Customer Satisfaction

		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CS1	Quality of service, variety of food and beverage in this hotel is better compared to other Hotels	.466	.701
CS2	I feel satisfactory of the hotel's overall performance	.497	.698
CS3	The hotel performance has met my expectation	.430	.707
CS4	The satisfaction level of this hotel is quite close to my ideal hotel	.330	.721
CS5	Price of food and beverage of this hotel compared to other Hotels	.315	.726
CS6	New and modern facilities of the room	.440	.703
CS7	Location and Parking Facilities of this hotel compared to other Hotels	.480	.695
CS8	Hotel's management responsiveness to complaints	.381	.714
CS9	Quietness of surroundings	.397	.711
Cronbach's Alpha		.732	
Number of Items		9	

4.7 Factor Analysis

Factor analysis is used to decrease and categorize a large amount of data. It is normally carried out to ascertain similarities between the variables and utilize the similarities to group the variables into a smaller number of factors as described in (Bortz, 2005). The analysis was done in this study in order to identify the underlying variables in the data constructs and prepare it for regression analysis (William et al., 2010; Idinga, 2015). In most cases, Principal Component Analysis (PCA) is the most used method by researchers. PCA starts with the extraction of the maximum variance and groups it into the first factor. After the extraction, the variance is explained by the first factors. The analysis goes on to extract maximum variance for the second factor. This process continues up to the last factor.

This study adopted PCA as a convenient method of revealing the set of factors that explain all the common and unique variances (Idinga, 2015). Although the method reduces all the data set to a manageable level and retains as much as possible the original information, it further helped in identifying groups and clusters of variables. Based on Kaiser's (1960) criterion, the study retained all factors with Eigen values greater than 1. The criterion was based on the idea that the Eigen values represent the amount of variation explained by a factor and that the Eigen value of 1 represents a substantial amount of variation. Thus, from the findings, all values for all the factors were more than 0.500 reflecting the accepted value of factor loading.

4.7.1 Exploratory factor analysis for customer satisfaction

The Rotated Component Matrix for the model was also generated and the results are presented in the table 4.12;

Table 4.12: Exploratory Factor analysis for Customer Satisfaction

	<i>Expectations</i>	<i>Disconfirmation</i>	<i>Perceived Performance.</i>
Quality of service, variety of food and beverage in this hotel is better compared to other Hotels	.786		
The hotel performance has met my expectation	.757		
I feel satisfactory of the hotel's overall performance	.745		
The satisfaction level of this hotel is quite close to my ideal hotel	.553		
Location and Parking Facilities of this hotel compared to other Hotels		.838	
Hotel's management responsiveness to complaints		.776	
Quietness of surroundings		Removed	
Price of food and beverage of this hotel compared to other Hotels			.803
New and modern facilities of the room			.691
Eigenvalues	2.988	1.414	1.085
Variance %	24.558	20.542	15.868
Cumulative %	24.558	45.100	60.968
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.711		
<i>Bartlett's Test of Sphericity</i>			
Approx. Chi-Square	660.342		
Df	36		
Sig.	.000		

The results show that the main dimensions of customer satisfaction that were noted in this study were; Expectations, Disconfirmation, and Perceived Performance which comprise variances of 24.558%, 20.542%, and 15.868% respectively. The most dominant element of the customer satisfaction was the Expectations and this was chiefly explained by the capacity of the hotel to offer a quality service in terms of a variety of foods and beverages compared to other Hotels (.786) and the fact that the hotel staff and management, all jointly work together to meet the expectations of the customers (.757).

The dimensions of the Disconfirmation were presented by two issues and these expressly reveal the possession of good location and parking facilities which other hotels may not have (.838), and the hotel management responsiveness to complaints (.776). Failure to possess these attributes means that the customers shall not be fully delighted about the service offering even though one attribute pertains to the staff and the other to the atmospherics. The final dimension of customer satisfaction was Perceived Performance and from the perspective of the hotel customers, is chiefly manifested in terms of offering competitive pricing for the food and the beverages of the hotel (.803).

The study first examined the KMO and the Bartlett's Test of Sphericity and indicated that the value of the KMO was higher than the threshold of 0.500, and this indicates that the sample was suitable for the use of the Factor analysis tool since this is a measure of sampling adequacy. The KMO was greater than .500 showing that the sample was suited from the Factor analysis results while the latter measure had a $p < .05$, indicating that the Factors identified are related to each other and can be truly understood to an element of the same variance.

4.7.2 Exploratory factor analysis for relationship marketing programs

The results in the section below highlight the factor analysis results for the relationship marketing programs. The results show that the main dimensions of the Relationship marketing programs include the Structural, Financial, Social, and Confidence programs dimensions which were noted to jointly account for 54.144% of the variance in the Relationship Marketing Programs. The most dominant element in this model was the Structural Dimension which accounted for some 24.745% of the variance in the Relationship Marketing Programs.

The critical issues on this dimension were the capacity of the hotel to provide complete integrated customer services (.796) and the provision of product-related new knowledge to customers (.685). The information that the customers receive is a very important factor in that it allows them to understand the flexibility in the options the services that they receive and thereby make reasonably good choices regarding the best services given their budget. The second most important dimension of the study variable was the financial element which is chiefly comprised of the willingness of the hotel management to offer the customers discounts and offers when the transactions that customers are undertaking, are increased in number (.789). This is a goodwill contribution to the customers from the hotel and motivates the customers to make repeated purchases from time to time (.786). When this is offered to the customers, then they are more likely to even spread positive word of mouth about the hotel, thereby attracting more customers. The results indicated that the KMO values for the Relationship marketing programs were above 0.500 and the results showed that the Relationship Marketing Programs could ably be effectively be subjected to the Factor analysis results.

Table 4.13: Exploratory Factor analysis for Relationship Marketing Programs

	<i>Structural</i>	<i>Financial</i>	<i>Social</i>	<i>Confidence</i>
This hotel provides complete and	.796			
This Hotel often provides product-related	.685			
This hotel often provides meals,	<i>Removed</i>			
Problems can be solved anytime when I have difficulties or complaints	<i>Removed</i>			
The customer often gets free product and services	<i>Removed</i>			
This Hotel actively predicts my needs and provides personalized products or services for me	<i>Removed</i>			
With increases in the number or value of transactions, this hotel gives more		.789		
This Hotel often offers special incentives		.786		
Customers frequently get special pricing		.528		
I often receive special treatment or status			.723	
I often receive special reports and/or			.710	
This Hotel provides opportunities to				.757
This Hotel actively cares about my opinions and how I rate its services				.715
In this hotel, special structural changes have been instituted for customers				<i>Removed</i>
Eigenvalues	3.464	1.778	1.290	1.048
Variance %	24.745	12.701	9.215	7.483
Cumulative %	24.745	37.445	46.661	54.144
Kaiser-Meyer-Olkin Measure of Sampling	.757			
Bartlett's Test of Sphericity				
Approx. <i>Chi-Square</i>	897.32			
<i>df</i>	91			
<i>Sig.</i>	.000			

4.7.3 Exploratory factor analysis for relationships value

The relationship value was further used to explore the concept of relationship value.

The results show that the main components of the relationship value include Service Delivery, Delivery Performance, Knowledge Know-How, and Communication. These were noted to jointly comprise 57.712% of the latent variable which is relationship

value. The results show that the most dominant component of the variable was the Service Delivery dimension which accounts for 24.719% of the global variable.

The results show that on this dimension of relationship value, there are two outstanding elements, and these included; the perceived and actual benefits that the customer receives from the hotel as a result of relating with the same hotel (.820) and the relative value of the resources relative to the individual does offer the hotel (.718). The benefits of the dealership with any one single hotel, would in most cases be compared relative to the ones that the individual is getting from another hotel. People being the rational individuals they are, tend to choose those options that would generate the greatest value that satisfies their needs.

Another serious indication of the service delivery would be attaining a mutual understanding between the customers and hotel management (.701). Open communication and understanding would enable the customers to even voice out their complaints to the various persons who are responsible for complaint handling.

Communication, in this case, was the dimension that comprised the least value of the variance explained and this was 9.274. The KMO and Bartlett's Test of Sphericity results revealed that the factor analysis was relevant for the sample since the KMO was $> .05$ while Bartlett's Test of Sphericity was significant (sig. $< .05$), indicating that the components identified are quite interrelated and reaffirms that they belong to the variable in question.

Table 4.14: Exploratory Factor analysis for Relationships Value

	<i>Service quality</i>	<i>Delivery Performance</i>	<i>Knowledge Know-How</i>	<i>Communication.</i>
I receive a great deal of benefits from the relationship with this Hotel	.820			
The cost of the relationship with this Hotel is less than the benefits I receive	.718			
My relationship with this Hotel has helped in understanding each other's needs and wants	.701			
I am willing to spend more to keep the relationship with this Hotel		.682		
My relationship with this Hotel improves its value		.649		
My relationship with this Hotel has helped improve on-time service punctuality		.561		
I get a lot of value from the relationship with this Hotel		.548		
My relationship with this Hotel makes me feel proud when staying in it			.769	
The benefits from the relationship with this hotel strongly match our conception of an optimal relationship			.613	
My relationship with this Hotel has helped in-service problem solving				.798
My relationship with this Hotel has helped improve service reliability and consistency				.630
Eigenvalues	2.719	1.462	1.147	1.020
Variance %	24.719	13.290	10.428	9.274
Cumulative %	24.719	38.009	48.438	57.712
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.685			
Bartlett's Test of Sphericity				
Approx. Chi-Square	51.697			
df	55			
Sig.	.000			

4.7.4 Exploratory factor analysis for cultural values

The results in the section below show the EFA results for the Cultural Value which were presented using the model indicated. The main dimensions identified in this case were; Shared values, identities, and beliefs which jointly comprise 46.557%. The results further showed that the Identities and Beliefs had only two surviving items

each. On the identified dimension, the main observed element was the capacity of the hotel to provide a very pacifying atmosphere for its customers (.777). This atmosphere means a lot to customers and they may not readily be patrons of a hotel where there is a lot of noise within or in the neighborhood. The other importance of the Identities was the hotel value which prioritizes the quality of the service among the various undertakings of the corporation (.666). The value of the service quality has to be emphasized among the new and the existing employees so that the organization can always be competitive and attain a commendable market share.

Finally, on the concept of the Beliefs, the factor analysis results indicated that two main items had to be removed and these had loadings which were below .500. The results showed that the main elements pertain to the fact that the hotels make them feel like they are in their own home even when they are away from home (.690). The other element pertains to the fact that the hotel is able to attract customers and persuade them to repeatedly attend the hotel for the mutual benefit of the customers and the staff (.620).

Table 4.15: Exploratory Factor analysis for Cultural Values

	<i>Shared values</i>	<i>Identities</i>	<i>Beliefs</i>
This hotel helps customers celebrate the milestones in their lives	.706		
The hotel's personnel treats all customers with sensitivity	.670		
This hotel provides information about the local culture	.623		
This hotel develops a relationship with its customers	.610		
This hotel creates memories for its customers	.603		
This hotel provides psychic life for its customers		.777	
This hotel believes that "To be of service is the most noble profession"		.666	
The hotel's personnel treats its customers with respect			<i>Removed</i>
This hotel makes you feel and see different cultures			<i>Removed</i>
This hotel is a home away from home for its customers			.690
This hotel has a high percentage of repeat guests			.620
Eigenvalues	2.952	1.418	1.217
Variance %	24.599	11.815	10.142
Cumulative %	24.599	36.414	46.557
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.758		
Bartlett's Test of Sphericity			
Approx. Chi-Square	548.997		
df	66		
Sig.	.000		

4.8 Data Transformation

After successfully carrying out factor analysis, the researcher utilized the loaded items to develop the means which were used to compute the variables of the study. The items computed are those that loaded on the following variables; Relationship marketing programs, relationship value, cultural values, and customer satisfaction.

Subsequently, the factors that resulted from all the variables were used for further analysis as reflected in **table 4.16**

Table 4.16: Descriptive Statistics after Factor Analysis

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
Customer satisfaction	333	1.63	5.00	3.8356	.60774	-.855	.834
RMPS	333	2.10	4.70	3.7189	.52535	-.242	-.526
Relation values	333	1.83	5.00	3.6847	.64912	-.357	-.639
Cultural values	333	1.90	4.90	3.7429	.55898	-.450	-.211

4.9 Correlation Analysis

The Pearson correlation coefficient was used to assess the nature of the relationship between the study variables. The Pearson correlations show that there is an association between two study variables though the correlations don't depict causation for the different respondents who participate in the study. Correlations that are less than 0.300 are considered to be weak while those that are between 0.300 and .500 are taken to be moderate and those that are above 0.500 are taken to be quite high or strong (Wong and Hiew, 2005). The higher the value of the Pearson (r) correlations truly shows that the relationship is stronger than the relationship for the lower values of the relationships.

Table 4.17: Correlation Analysis

Predictors	1	2	3	4
1. Customer satisfaction	1			
2. Relationship marketing Programs	.540**	1		
3. Relationship Value	.473**	.577**	1	
4. Cultural Values	.554**	.582**	.682**	1

** Correlation is significant at the 0.01 level (2- tailed)

Source: Research Data (2019).

Each relationship between any two variables is associated with a level of significance which allows us to accept or reject the relationship as being worth taking into account for the further examination of the relationship between the study variables (Katz 2006). The relationships between the study variables were presented as shown in the table below and they highlight the value of all the study variables that were indicated.

4.9.1 The effect of relationship marketing programs on customer satisfaction.

The results in the Pearson correlations table showed that there is a significant and positive relationship between the relationship marketing programs and customer satisfaction ($r = .540^{**}$, sig. $<.01$). The results showed that the introduction and use of relationship marketing programs which is composed of; financial, social, structural, and confidence programs is quite important and necessary and considered to be workable for the hotel strategy and good in attracting the customers, thus positively related to the satisfaction of the customers. On the other hand, when all these programs are not perceived to be customer friendly rather than driven by a passion to meet the hotel goals by the institution, then this trend will be associated with a negative effect in the Relationship marketing programs.

4.9.2 The effect of relationship marketing programs on relationship value.

A positive and significant relationship was noted to occur between the relationship marketing programs and relationship value satisfaction ($r = .577^{**}$, sig. $<.01$). The results show that once the quality of the relationship marketing programs is well developed and implemented, then this will be associated with the fact that customers will perceive that they have a lasting and mutually beneficial relationship with the hotel. These programs should be considered to be taken into account the needs of both internal and external customers. The internal customers are the staff members without whom the programs of the hotel would not be existing but would utterly fail. When

the relationship marketing programs are not well-developed to take into account the needs of the stakeholders, then the result is that the stakeholders tend to perceive their relationship with the customers as being not worthwhile to continue with.

4.9.3 The effect of relationship value on customer satisfaction.

The relationship value, in this case, was noted to be significantly and positively related to customer satisfaction ($r = .473^{**}$, sig. $<.01$). The results are a clear indication that when customers consider the relationship that they have with the hotel to be quite a very beneficial and valuable one, then this will have an association with the degree to which they are contented. Relationship value as such is the degree to which the customers feel when they are benefitting from their relationship with the hotels which definitely has an impact or influence on the customer satisfaction that these same customers enjoy in their relationship with the hotel. On a related note, when the customers consider so many other options when it comes to dealing or patronizing a particular hotel, then the degree of customer satisfaction with any single hotel is bound to be quite on the low end.

4.10 Linearity Test for Variables

Pearson's product-moment correlation coefficient was used to test linearity which confirmed that there's a correlation. The process was done in order to check the actual strength of the correlation. Linearity assumption defines the response variable as a function of the predictor variable so that multiple regressions can estimate the relationship between dependent and independent variables when they are linearly related (Osborne & Waters, 2002). Linearity tests are taken on using scatter plots and variance analysis (ANOVA). If ANOVA is used to evaluate the linearity assumption the rule of thumb is that if the p - value is less than 0.05 and the linearity deviation of

the ρ – value is greater than 0.05, the relationship between two variables is said to be linear (Hair et al., 2010; Garson, 2012).

The results show that there is a linear relationship between customer satisfaction and relationship marketing programs with ($F(1) = 10.091$, ρ - value = .000), and there's also a linear relationship between relationship value and customer satisfaction reflected ($f(1) = 7.749$, ρ – value .000). It was also ascertained that there is a linear relationship between cultural values and customer satisfaction with ($F(1) = 10.330$, ρ - value = .000).

With the results from **table 4.18** confirming the linearity of the predictor variables, the researcher went on to carry out regression analysis in order to infer the causal effect between the variables in the sample.

Table 4.18: Test of Linearity Results

		Sum of Squares	df	Mean Square	F	Sig.
RMPS	Between Groups	38.236	22	1.738	10.091	.000
	Within Groups	53.395	310	.172		
	Total	91.631	332			
RV	Between Groups	49.636	22	2.256	7.749	.000
	Within Groups	90.256	310	.291		
	Total	139.892	332			
CVs	Between Groups	43.881	22	1.995	10.330	.000
	Within Groups	59.855	310	.193		
	Total	103.736	332			

4.11 Normality Test

Before Parametric tests can be conducted and confirmed, there is a need to test whether the data satisfies the conditions for parametric test assumptions. If the data does not meet and satisfy the Parametric test assumptions, then the findings that are so

generated may not be credible and worth relying upon to draw conclusions and the recommendations that may be arising. In this section, the researcher presents the assumptions of parametric data that were taken into account for the research study is to be taken seriously and the findings considered credible. Chief of these assumptions is the normality standard before the various tests can be conducted.

The normal distribution is that form of probability distribution and has an equal set of values on both the left and the right side, making it very symmetrical. The skewness values and the Kurtosis elements are always nil for the normal distribution. We test for normality using both the graphical and the statistical methods so that these can complement each other. The use of one approach only can never be sufficient as it may be criticized for its apparent weaknesses.

4.12 The Graphical Approach

Under the Graphical approach, the researcher used the frequency distributions which were combined with a normality curve, as well as the P-P Plot. This P-P Plot is also known as the Probability-Probability curve and helps us to examine the incremental Probability values of a given distribution with the incremental probability of an ideal normal distribution. The great deviations from the normal diagonal would be an indication that the research data is not normally distributed. On the other hand, the close alignment of the data points with the normal diagonal, suggests that the data can be taken to be quite normally distributed. Thode (2002) recommended the use of both the use of the graphical and the statistical method of data collection.

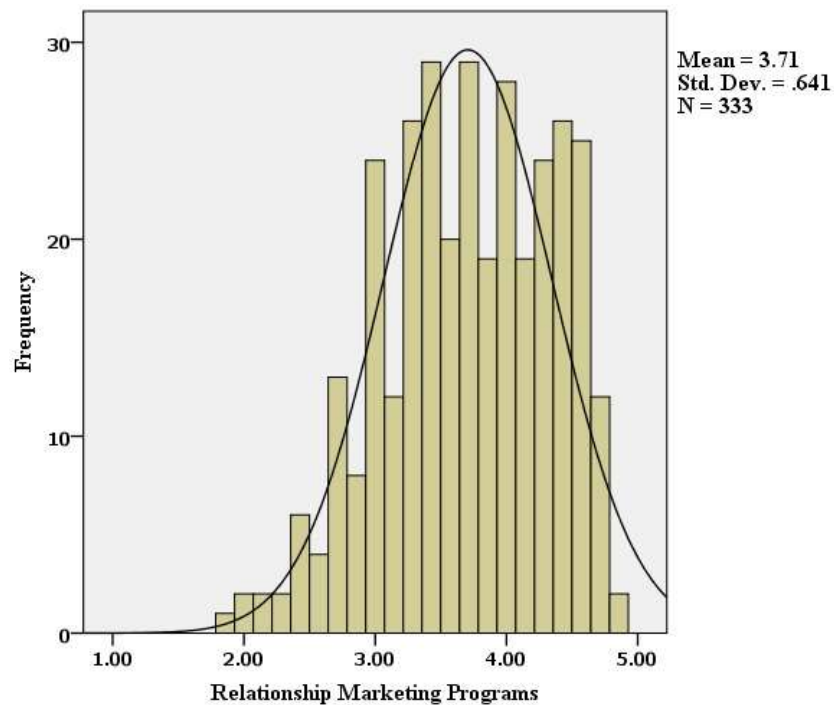


Figure 4.2: The Histogram for Relationship Marketing programs

The Histogram for the Relationship marketing Programs as well as the normality curve that was superimposed, all showed that the data for this variable was normally distributed. This was followed up with the P-P plot for the variable which is indicated in the section below, which revealed that the data was closely aligned along the leading diagonal which would be expected of the ideal normal distribution.

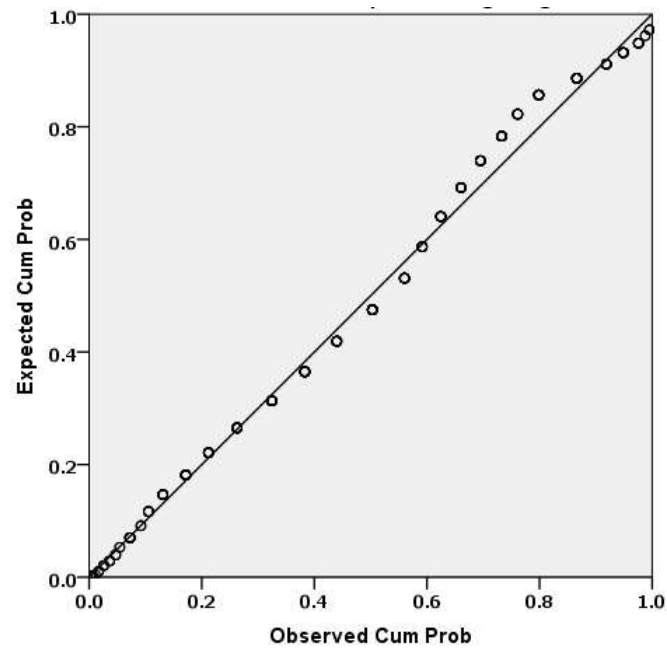


Figure 4.3: The P-P Plot for Relationship Marketing Programs

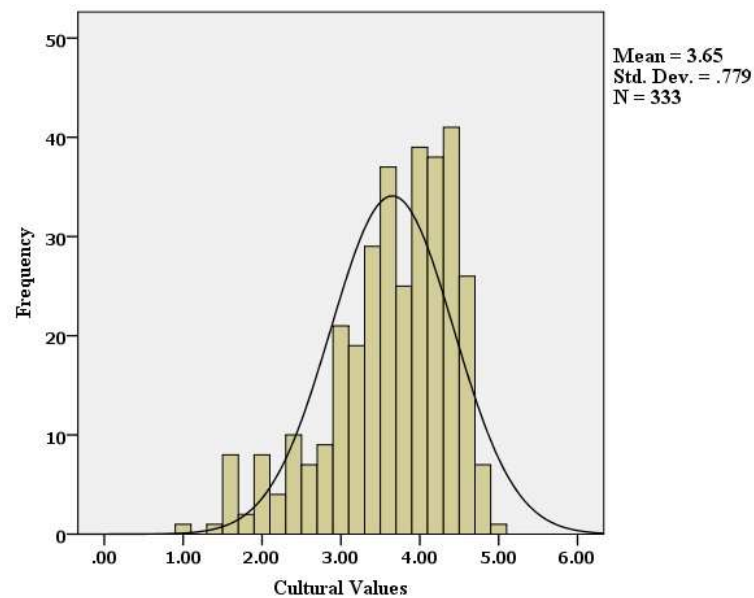


Figure 4.4: The Histogram for Cultural Values

The Histogram for the Cultural values in the figure below was presented to explore the degree of normality in the data set. The results are presented in the table below and show that the data was normally distributed and this was further proved using the P-P Plot which is indicated in the figure below the Histogram.

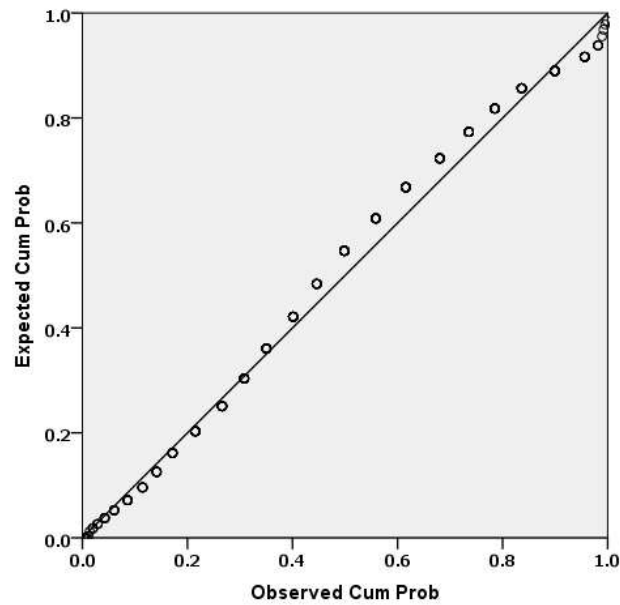


Figure 4.5: Normality P-P Plot for Cultural Values

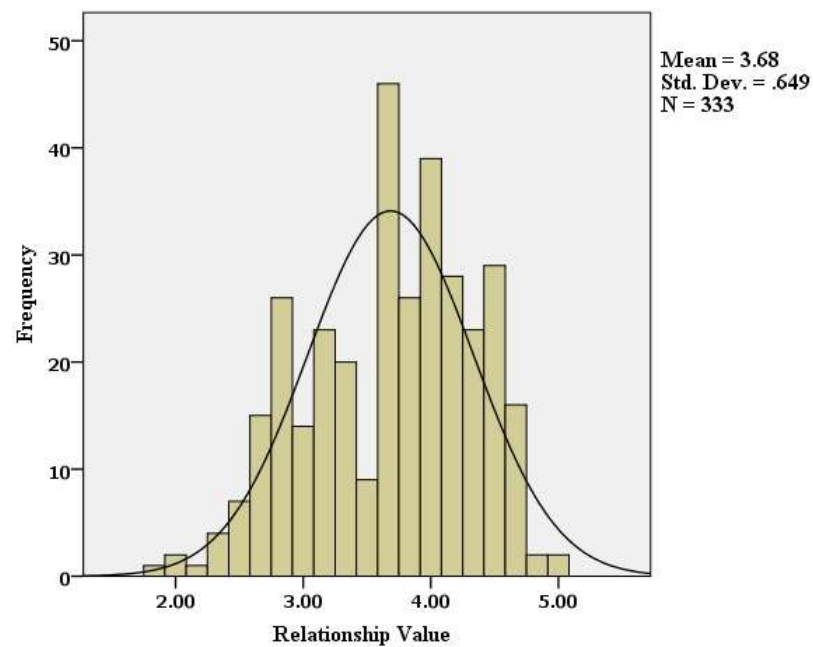


Figure 4.6: The Histogram for Relationship Value

The Histogram below together with the superimposed Bell-shaped curve proved that the data that was collected for the variable of the relationship value, was normally distributed and therefore the results could be subjected to Parametric tests and the

other statistical models that were relevant in the addressing of the research study objectives.

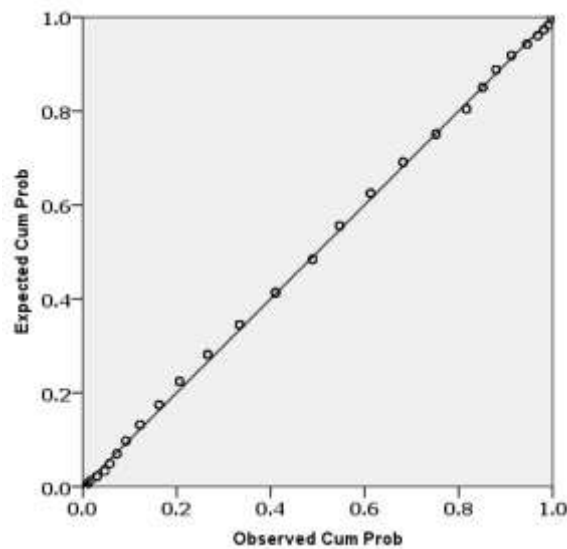


Figure 4.7: Normality P-P Plot for Relationship Value

The Normal P-P Plot for the Relationship value further supported the findings that we had already noted with the Histogram, showing that the research data collected using these items, was actually normally distributed.

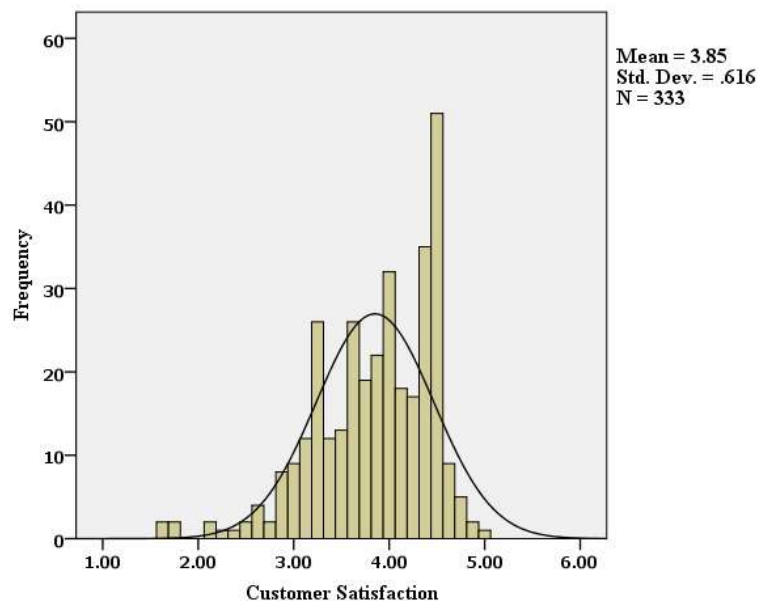


Figure 4.8: Histogram for Customer satisfaction

The Histogram superimposed with the Normality curve was further examined for the variable of customer satisfaction. The figure is indicated in the section below and can be noted to show that the data for the customer satisfaction variable was all normally distributed.

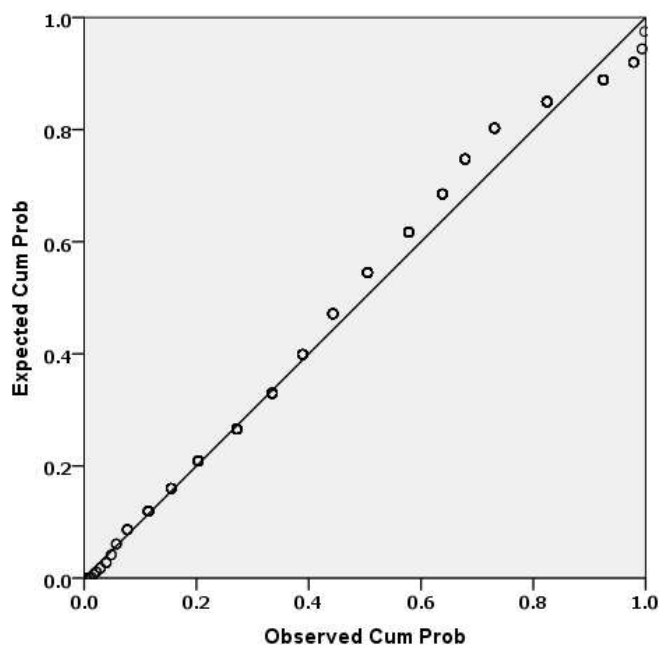


Figure 4.9: Normality P-P Plot for Customer Satisfaction

The results in the P-P Plot for customer satisfaction indicated that the data for this study variable was normally distributed and this could be confirmed from the data points which are mainly aligned along the leading diagonal.

4.13 The Statistical Approach.

The statistical approach is quite recommended when testing for the normality of distribution so as to rule out any errors due to subjectivity that could have come about as a result of using only the graphical method for the assessment of normality in a data set. The main tests that were used for this study include the Kolmogorov–Smirnov test and Shapiro–Wilk test. These tests are expected to be non-significant before we can conclude that the data set was satisfying the condition for normality as

reflected in **table 4.19**. This approach has been supported among others by a host of writers such as (Vrbik, 2018).

Table 4.19: Statistical Test for Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Relationship Marketing Programs	.242	332	.185	.842	332	.079
Cultural Values	.155	332	.200	.941	332	.253
Relationship Values	.153	332	.197	.943	332	.224
Customer Satisfaction	.137	332	.200	.952	332	.339

The results in the table above showed that the Kolmogorov–Smirnov test and Shapiro–Wilk (1965) tests were not significant (sig. >.05) showing that the research data was normally distributed for all the study variables. As such, the research data qualified to be subjected to the parametric tests such as the regression model since the assumptions of the parametric data were satisfied.

4.14 Multicollinearity Test for Variables

According to Cooper, Schindler & Sun (2006), multicollinearity is the high correlation among two or more independent variables, an aspect that may have a far damaging effect on the results of multiple regressions. Multicollinearity tests in the study were therefore performed by generating variance inflation factor (VIF) and tolerance values as proposed by Hair et al. (2014) for all predictor variables along with the moderating variable. To identify multicollinearity, tolerance and its reciprocal variance factor VIF are used. The VIF values of less than 10 and a tolerance value greater than 0.10 mean that there is no multicollinearity (Hair et al., 2006). Results in table 4.20 indicate that all the variables in regard to tolerance and VIF values were more than 0.10 and less than 10 respectively. The results showed

that there was no problem with multicollinearity among the explanatory variables in the analysis.

Table 4.20: Assumption of multicollinearity

Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-7.597E-16	.043		.000	1.000		
Zscore(RMPs)	.309	.056	.309	5.528	.000	.601	1.664
Zscore(Relatvalu)	.073	.062	.073	1.177	.240	.486	2.056
Zscore(CULTVAL)	.325	.062	.325	5.199	.000	.482	2.076

Source: Research (2019)

4.15 Auto Correlation Test using the Durbin Watson Statistic

Assumption of data independence assumes that there is a sample of independent observations, meaning that the value of one observation does not affect the value of other observations. This was tested using the Durbin-Watson test. If the error terms are not independent of each other, the statistical predictive power of the variables may be misleading, thus error terms are assumed to be independent. The Durbin – Watson statistic is expected to be within the range of between 1.5 and 2.5 for independent observations (Garson, 2012). In this case, the statistical results displayed in **Table 4.21** showed that the Durbin – Watson statistic value is 1.643 which is within the recommended range. This implies that the assumption was not violated.

Table 4.21: Auto Correlation Test using the Durbin Watson Statistic

R	R Square	Adjusted R Square	Std. Error of the Estimate	<i>Change Statistics</i>		F	Sig. F	Durbin-Watson
				R Square Change		Change		
.618	.382	.376	.502	.341		56.862	.000	1.643

4.16 Hierarchical Regression Analysis

A hierarchical regression model was conducted so as to explore the degree to which the predictor variables namely Relationship Marketing Programs, Relationship Value, and Cultural Values can account for the variation in the Customers satisfaction variable in light of the control variables which are Gender, Age group, and the level of education.

The results in table 4.22 show that in the **Model-1** – the control variables were the only ones that were considered for the prediction of the Customer Satisfaction and the regression model was not statistically significant, showing that the gender, age, and education alone could not have a significant (Sig. >.05). The results further suggested that none of the control variables have an effect on customer satisfaction. However, it should be noted that control variables explain 1.0% of the total variance in the dependent variable as indicated by $R^2 = 0.10$, with $F = 1.069$, $P > .05$.

The effect of relationship marketing programs on customer satisfaction (H01) in **Model-2** shows that there is a positive effect of the Relationship Marketing Programs on the Customer Satisfaction as indicated by ($\beta = .554^{***}$, $p < .01$) in the regression model and was statistically significant (Sig. >.05). The results are clear vindication that the relationship marketing programs can easily be exploited by the hotel management so as to enhance the satisfaction of the customers with the hotel service offering. This model after the inclusion of the Relationship marketing programs was statistically significant (Sig. <.01) and the prediction level was noted at 30.3% (Adjusted R Square = .303).

Model-3 on the other hand highlights the effect of relationship value on customer satisfaction (H02). With the inclusion of the second study construct which was

Relationship Value, the results showed that the inclusion of the Relationship Value improves our model prediction to 35.5% (Adjusted R Square = .355), and at the same time, we see that the model was statistically significant at the 99% confidence interval. On Model 3- we realize an R Square change of 4.2% in the model that can be attributed to the inclusion of the Relationship Value in the model among the predictors of Customer Satisfaction. The relationship that the customers have with the hotel management, once perceived to be of value, should result in improvements in customer satisfaction on the side of the customers. On the side of the hotel, the relationship, in this case, tends to lead to a complementary relationship whereby the customers would be able to advise the hotel on the changes that they desire when these changes are effected. The customers feel that they are a part of the hotel and their views are taken seriously and thereby attain a greater sense of contentment with the entire service offering that the hotel is offering.

Finally, we see **Model-4** wherein there we introduce the Cultural Values which comes with an R Square change of 3.0% to the overall variance predicted in the dependent variable to be 40.7% (Adjusted R Square = .407) and the regression model was still statistically significant (sig. <.01). This model shows the contribution of cultural values to the dependent variable (H03). The implication is that cultural values are of paramount importance in order to maximize customer satisfaction in the hotel industry. In other words, the hotel management should strive to capture cultural values when designing relationship marketing programs to attain customer satisfaction.

4.17 Hypotheses Testing (Direct Effects)

Table 4.22: Results for Control variables and Direct Effects on Customer satisfaction

Variable	Model 1		Model 2		Model 3		Model 4	
	β	<i>p-v</i>	β	<i>p-v</i>	β	<i>p-v</i>	β	<i>p-v</i>
Constant	-.143	.458	-.276	.088	-.292	.063	-.312*	.038
Gender	-.124	.273	-.128	.173	-.146	.110	-.148	.092
Age	.017	.761	.006	.896	.012	.785	.023	.598
Education	.068	.242	.128**	.009	.132**	.005	.132**	.004
RMPs	-	-	.554***	.000	.410***	.000	.317***	.000
RV	-	-	-	-	.251***	.000	.082	.183
CVs	-	-	-	-	-	-	.328***	.000
R ²	.010		.313		.355		.407	
ΔR^2	.010		.303		.042		.052	
F	1.069		145.122***		21.325***		28.483***	

Note: **p* <.05, ***p* <.01, ****p* <.001, Dependent Variable = Customer Satisfaction, RMPs = Relationship marketing Programs, RV = Relationship Value, CVs = cultural values

Source: Research data (2019).

4.17.1 Mediating effect of Relationship value in the relationship between Relationship Marketing Programs and Customer Satisfaction

To test for the mediating effect of Relationship Value in the relationship between Relationship Marketing Programs and Customer Satisfaction (H04), an application was utilized. This was done with the help of Andrew Haye's approach which also involves the Bootstrapping technicality to generate the most credible and conclusive results available about a set of variables. With bootstrapping, the software takes into the various estimations of the subsamples within the data and thereby gives optimal values for each of the subsamples which are used as the overall estimate for the models and the research study objectives.

To test for the mediating effect, the researcher noted that some things should be considered in the event. First, the researcher examines the relationships between the

Relationship Marketing Programs, Relationship Value, and Customer Satisfaction. In the model reflected in table 4.23 below results show that there is a positive effect of the relationship Marketing Programs on the Mediator which is the Relationship Value in Model-1 (F statistic = 41.307**, sig. <.01). The results in the table show that the Relationship Marketing Programs also had a positive effect on the Relationship Value ($Beta = .574^{***}$, Sig. <.01).

Further, in the second model, the results showed that in the Model 2 – results indicated that Relationship Marketing Programs and the Relationship Value are both significant predictors of the Customer Satisfaction even when we introduce the Relationship Value in the equation. The results show that the direct effect is significant ($Beta = .410^{***}$, sig. <.001) just like the indirect effect from the Relationship Marketing Programs – Relationship Value – Customer Satisfaction ($p < .01$).

The reduction in the direct effect from the .574 to .410 is truly significant. The results show that the indirect effect is still significant as noted from the Confidence Interval levels ($CI = .058, .232$) which shows that the Zero was outside of the confidence interval range. The results show that this is a partial mediation in this study which Relationship Value plays in the relationship between the Relationship Marketing Programs and the Customer Satisfaction.

Table 4.23: Mediating effect of relationship value on the relationship between relationship marketing programs and customer satisfaction

Variables	Model 1 (RV)		Model 2 (CS)		Model 3 (Total Effect)	
	β	<i>p</i> - <i>v</i>	B	<i>p</i> - <i>v</i>	β	<i>p</i> - <i>v</i>
Constant	.063	.690	-.229	.063	-.276	.088
Gender	.071	.444	-.146	.110	-.128	.173
Age	-.025	.588	.012	.785	.006	.896
Education	-.019	.688	.132**	.005	.128**	.009
RMPs	.574***	.000	<i>C'</i> = .410***	.000	.554***	.000
RV	-	-	<i>b</i> ₁ = .251***	.000	-	-
R ²	.335		.355		.313	
F	41.307***		36.067***		37.433***	
Mediation =	<i>a</i> ₁ × <i>b</i> ₁ = .574 × .251		= .144, SE = .043		CI = .058, .232	

Note: ***p* < .01, ****p* < .001

CS = Customer satisfaction, RMPs = Relationship marketing Programs, RV = Relationship Value

Source: Research data.

4.17.2 Moderating effect of the cultural values in the relationship between Relationship marketing Programs and Relationship value. (H₀₅)

The moderating effect of cultural values was examined in the relationship between relationship marketing programs and the value of the relationships.

The results in the table below indicate that Relationship Marketing Programs with (beta .270*** and Cultural Values (beta.528) were both statistically significant predictors of Relationship Value (sig. <.05). The Interaction Term which was RMP X CV was noted to be not statistically significant (Beta = .032, *p*>.05). The results show that both model 1 and model 2 are statistically significant. The results suggest that cultural values moderate the relationship between the Relationship Marketing Programs and the Relationship Value but at lower level limit confidence interval and insignificant at the mean level.

These results are further explained by the figure below (4.11), the interaction of cultural values on the relationship between Relationship marketing programs and Relationship value.

4.17.3 The moderating effect of cultural values on the relationship between RMPs and customer satisfaction (H₀₆)

H₀₆ stated that there is no significant moderating effect of cultural values on the relationship between relationship marketing programs and customer satisfaction in the selected hotels in Uganda. However, the hierarchical regression results showed that cultural values had a positive and significant moderating effect on the relationship between relationship marketing programs and customer satisfaction ($\beta = .88^{**}$, $p < .05$). Consequently, the hypothesis was not supported. This implied that cultural values enhance RMPs and more impetus is needed for the hotels' desire to maximize customer satisfaction. Results in **Figure 4.10** below, further indicate that the results pointed out that the weaker association between the Relationship Marketing Programs and the customer satisfaction may derail hotel customers who perceive that the cultural values are quite low. The results, therefore, suggest that the higher degree of cultural values will have a stronger link between relationship marketing programs and customer satisfaction. The cultural values, therefore, reinforce the link between Relationship Marketing Programs and customer satisfaction.

4.17.4 The moderating effect of cultural values on the relationship between relationship value and customer satisfaction (H₀₇)

H₀₇ predicted that cultural values do not significantly moderate the relationship between relationship value and customer satisfaction. The results indicated that cultural values positively and significantly moderates the link between relationship value and customer satisfaction ($\beta = -.162$, $p < .05$). The results, therefore, indicate

that the hypothesis is rejected. Thus, hotels that take note of cultural values are likely to increase relationship value' impetus to realize customer satisfaction. On the other hand, the results showed that the weaker association between the Relationship Marketing Programs and the Relationship Value is noted for those hotel customers who perceive that the cultural values are quite low. The results, therefore, suggest that the higher degree of cultural values will have a stronger link between relationship marketing programs and the relationship values. Cultural values, therefore, reinforce the link between Relationship value and customer satisfaction as reflected in figure 4.11 below.

Table 4.24: Results for Moderating effect of cultural values.

Variable	Model 1 (Relationship Values)		Model 2 (Customer Satisfaction)	
	B	p-v	β	p-v
Constant	-.011	.938	-.236	.124
Gender	.049	.539	-.135	.121
Age	-.002	.964	.022	.605
Education	-.012	.761	.123**	.006
RMPS	.270***	.000	.344***	.000
RV	-	-	.056	.359
CV	.528***	.000	.299***	.000
RMP $\times$ CV	.032	.361	.088*	.038
RV $\times$ CV	-	-	-.162***	.001
R ²	.516		.428	
F	57.881***		30.358	

Note: *** $p < .001$, CS= Customer Satisfaction, RMP = Relationship marketing Programs, CV= Cultural Values, RV = Relationship Value, RMPs $\times$ CVs and RV $\times$ CVs = moderation effect

Source: Research data (2019).

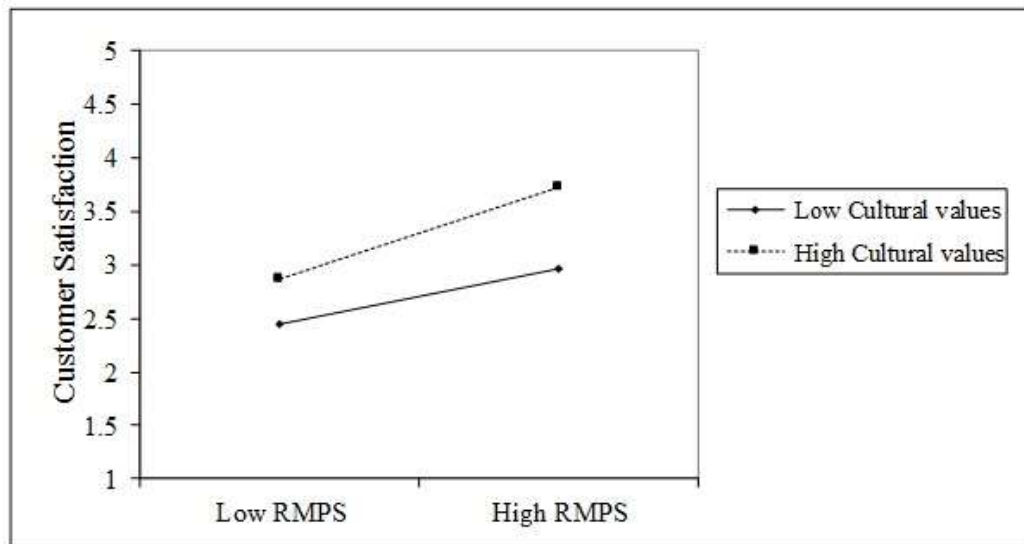


Figure 4.10: Interaction of cultural values on the relationship between Relationship marketing programs and customer satisfaction.

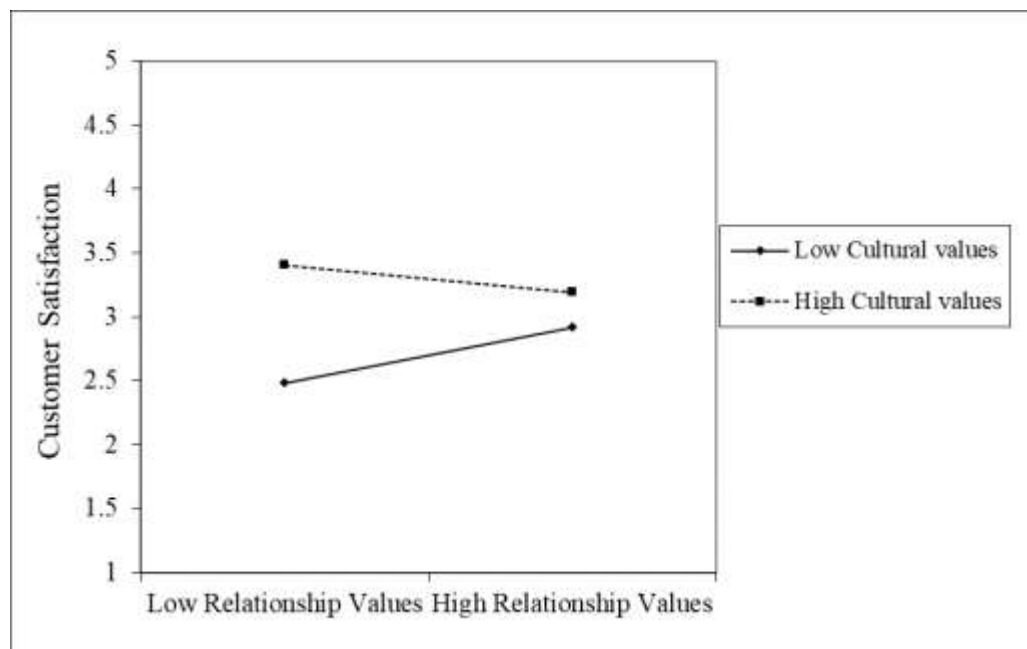


Figure 4.11: Interaction of cultural values on the relationship between relationship value and customer satisfaction

4.17.5 Moderating effect of cultural values on the mediated link of relationship marketing programs and customer satisfaction through relationship value (H₀₈)

Results in table 4.25 indicate that moderated mediation took place at the lower levels, an indication that cultural values are captured at lower levels as reflected with (lower levels .052, CI = .008, .100. At the mean level and higher level moderated mediation was not significant as reflected in the table below.

Table 4.25: Moderated- mediated effect of CV on the mediated link of RMPS and CS through RV

Cultural values	Effect	SE	BootLLC1	BootULC1
Lower level	.052	.024	.008	.100
Mean level	.015	.019	-.025	.054
Higher Level	-.032	.038	-.111	.038

Source: Research data (2019)

4.18 Summary of the Hypotheses

The summary of the hypotheses below is derived from the above discussions along with each assumption/hypothesis from the findings and what was found out. It shows the results of the hypotheses and the verdict or decision in relation to the relationship of variables that form the conceptual framework.

Table 4.26: Summary of the hypotheses

	Hypothesis	Finding	Verdict
H₀₁	Relationship marketing programs have no significant effect on customer satisfaction	($\beta = .554^{***}$, $p < .01$)	<i>Rejected</i>
H₀₂	Relationship value has no significant effect on customer satisfaction	($\beta = .251^{**}$, $p < .01$)	<i>Rejected</i>
H₀₃	Cultural values has no significant effect on customer satisfaction	($\beta = .328^{**}$, $p < .01$)	<i>Rejected</i>
H₀₄	Relationship value has no significant mediating effect on the relationship between relationship marketing programs and customer satisfaction.	<i>Direct</i> ($\beta = .251^{**}$, $p < .01$), <i>Indirect</i> ($\beta = .290^{**}$, $p < .01$)	<i>Rejected</i>
H₀₅	Cultural values have no significant moderating effect on the relationship between relationship marketing programs and Relationship value	<i>Interaction Term</i> ($\beta = .361$, $p > .05$)	<i>Fail to reject</i>
H₀₆	Cultural values has no significant effect on the relationship between RMPs and customer satisfaction	($\beta = .088^*$, $p < .01$)	<i>Rejected</i>
H₀₇	Cultural values has no significant effect on the relationship between relationship value and customer satisfaction	($\beta = -.162^{***}$, $p < .01$)	<i>Rejected</i>
H₀₈	Cultural values have no significant moderating effect on the indirect relationship between relationship marketing programs and customer satisfaction via relationship value	Index value of .036, CI= .000, .081.	<i>Rejected</i>

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the major findings, the hypotheses tested, and of which some were supported and others rejected. The chapter brings out conclusions, implications in practice, and to the theory. It highlights recommendations that were made and further the suggestions for future research. It's from the existing literature utilized and the findings that recommendations were made, upon which the study proposed what should be the ideal in practice in regard to the study area and gaps that were identified.

5.2 Summary of the Findings

The study focused on how relationship marketing programs, cultural values, and relationship value ameliorates customer satisfaction in the hotel industry in selected hotels in Uganda. The study advanced six objectives in order to realize the intended purpose, of which all were empirically supported.

5.2.1 The effect of relationship marketing programs on customer satisfaction

The first hypothesis (H_{01}) of the study stated that relationship marketing programs have no significant effect on customer satisfaction. In regard to this hypothesis, the findings indicate that the beta coefficient from the hierarchical regression model revealed that there is a significant and positive relationship between the RMPs and Customer Satisfaction ($\beta = .554^{***}$, $p < .01$). The findings show that there's an effect of relationship marketing programs on customer satisfaction. The key finding from this study suggests that an increase in hotels' relationship marketing programs can

help to enhance customer satisfaction, but contributing differently to both parties, customers, and the hotels.

The study illustrates a positive association between social programs, financial programs, structural programs, confidence programs, and customer satisfaction. These findings are consistent with the argument of social exchange theory that, after action by one party, the other party should reciprocate thus customer satisfaction (Houston, 1986). The findings of the study indicate that relationship marketing programs significantly affect customer satisfaction as suggested by Rizan, Warokka, and Listyawati (2014). As per the results, there appears to be an association between building long-term relationships with customers through relationship marketing programs to maximize customer satisfaction as pointed out by Mostert and De Meyer (2010). Also, the study resonates with the view of Ndubisi (2007) that customer satisfaction is an important component in fostering long-term relationships with customers. This study also mirrors the findings of satisfaction Ranaweera and Prabhu (2003b); Ranaweera and Prabhu (2003a); Wilson, Zeithaml, Bitner, and Gremler (2016) that customers can be satisfied by offering increased levels of satisfaction.

5.2.2 The effect of relationship value on customer satisfaction

The second hypothesis (HO2) assumed that Relationship value has no significant effect on customer satisfaction. The hierarchical regression model in Table 4.22 revealed that there is a significant and positive relationship between the relationship value and customer satisfaction ($\beta = .251^{***}$, $p < .01$). The results show that once the relationship value is well enhanced by the hotel management, the clientele will get committed to the services of the hotel. Relationship value for the hotel will increase when the customer can reciprocate by increasing their purchases, thus lowering price sensitivity and having other actions that favorably affect the hotel's financial

outcomes. Relationship value according to several scholars including Palmatier et al., (2007), argue that relationship value is built upon the reciprocity logic of social exchange theory, and this study premises the association between relationship marketing programs and hotel's relationship value on the opportunism logic of transaction cost theory. As a hotel increases the investments in social, structural, and financial programs from low to moderate levels to build the relationship with the customer, the customer will be less likely to behave opportunistically by exploiting the relationship marketing programs made by the hotel.

A case to note for instance is the fact that when we have a hotel whose social programs involve the offer of special treatment from the management and staff for the customers, showing a concern for the personal challenges that the customers are facing or even an interest in the personal details of the customers such as their birthdays, then the customers, in this case, are more likely to make repeat visits to this hotel and they are less likely to say negative things about the hotel. At the same time, such customers are more likely to approach the hotel staff and air out their grievances so that they don't ruin their relationships with the hotel.

5.2.3 The effect of cultural values on customer satisfaction

On (H03) it is presumed that cultural values have no significant relationship customer satisfaction, the Hierarchical regression model in Table 4.22 through Hierarchical Regression Analysis in the previous chapter revealed that the cultural values have a significant and positive effect on customer satisfaction with (Beta = .328***, sig. <.01). This leads us to deny or reject the research hypothesis stated. These results show that in the actual sense, culture if well exploited can significantly improve the degree of customer satisfaction among the hotel customers (respondents). The results show that cultural values elements such as shared values, identities do influence

customer relationship with the hotel, which enhances their quality of life and wellbeing in certain ways, then the customers are more likely to be satisfied and express all the attributes of the delighted customer such as the making of referrals for the customer's hotel staff.

The results are supported by Tsang, (2011) who says that cultural factors play an important role in influencing the manner in which consumers evaluate services and maximize customer satisfaction. It is said that culture shapes consumer's desires and how they respond to goods and services, Torelli, Özsomer, Carvalho, Keh, and Maehle (2012). From such assertions, it is evident that cultural values have an impact on customers' choice of services as well as products, an aspect that influences maximization of customer satisfaction. Gummesson (1999), goes on to say that the concept of 'total relationship marketing' emphasizes long-term win-win relationships with customers including their way of life, which transcends boundaries and disciplines in the endeavors to attain customer satisfaction.

The implication for the hotel staff and management in light of this finding is that all avenues to diffuse cultural values should be exploited so that any hindrances to the development of this concept among the customers, can easily be explored; For instance, timely and careful identification of their identities, shared values and beliefs could be of paramount importance. Hotels that handle such relationship-oriented variables will help the customers to realize a greater sense of customer satisfaction and feeling that the hotel personnel are responsible. It should be noted that culture is of great importance if service provision is to be rational, Masoud Karami Mohamad Mehdi Maleki Alan J. Dubinsky (2016).

5.3 Mediating Effect of Relationship Value on the Relationship between RMPs and Customer Satisfaction

Findings from the Hayes test (H04) indicated that the results in the model below previously indicated that there is a partial mediating effect on the relationship between the relationship marketing programs and customer satisfaction. This was confirmed from the statistical results which indicated from the multiple regression and the Bootstrapping effects that the indirect path from Relationship marketing programs and the Customer satisfaction was statically significant ($\text{sig.} < .05$), the mediation is well reflected in $a_1 \times b_1 = .574 \times .251 = .144$ as per the mediation results in table 4.23. Yet the direct path was also statistically significant as noted from the statistics relating to this ($\text{Beta} = .410^{***}$, $\text{sig.} < .01$). The results show that the relationship value is an important construct in the link between relationship marketing programs and customer satisfaction.

The results show that the efforts to promote customer satisfaction in Uganda's hotels should not only be focused on Relationship marketing programs while neglecting the relationship value to attain the desired levels of customer satisfaction. Failure to improve the relationship value and only work on the relationship marketing programs to attain customer satisfaction will be a wastage. In this case, customers who are disgruntled in their relationship with the hotel will take measures that are against the very efforts of the hotel to attain the desired level of customer satisfaction. Such customers, who may end up raising complaints to fellow existing customers and other potential customers, will also bring about a challenge in that they diminish both the positive effects of the hotel's relationship marketing programs and customer satisfaction. These results, in a nutshell, indicate that there is a serious need to concurrently promote the relationship marketing programs and relationship value if

the hotels are to enhance the degree of customer satisfaction among the hotel customers in Uganda.

Tzokas and Saren (1998) provide a valuable synopsis of this and further approaches to comprehending relationship value within relationships. They argue that the relationship itself can also have a major impact on the total value received by the customer. The emphasis is in a relational context, relationship value is not only looked at in a transactional exchange of a product for money but rather created and delivered over time. Gummesson (1999) puts it clear when he proposes several fundamental values in relationship marketing, the core value being the emphasis on inter-party collaboration and the creation of mutual value. Such emphasis makes it clear that relationship value is of great importance if customer satisfaction is to be maximized.

5.4 Moderating Effect of Cultural Values on the Relationship Between RMPS and Relationship Value

On the (H05) which stated that Cultural values have no significant moderating effect on the relationship between relationship marketing programs and Relationship value, tests were done using the regression model and showed that the moderation did not take place between relationship marketing programs and the relationship value. The results were gauged from the insignificance of the *Interaction Term* ($\beta = .032, p > .05$). However, contrary to this insignificance moderation, there was a moderation effect between relationship value and customer satisfaction. When ModGraph plots were used to assess the moderation effect of cultural values on the relationship between relationship marketing programs and relationship value, the varying levels of the cultural values were observed, which indicated that if hotels desire to see a strong

influence of the relationship marketing programs on the relationship value, then they should diligently enhance customers' cultural values.

The results further suggest that those hotels that wish to gain an edge in the exploitation of the relationship marketing programs relative to the relationship value, should take into account the promotion of cultural values as a major concern to their clientele. In other words, such hotels can for instance create memories for the customers, provide local dishes that are important to the different ethnic groups, and respect the traditional norms of the persons in whose societies that they operate. These hotels will realize a greater effect of their relationship marketing programs than the current hotels in Uganda.

Further, the findings agree with the assertion by Tsang (2011) who says that cultural values also shape the beliefs, attitudes and guide the behavior of people in selecting what satisfies them, thus satisfaction. On such a basis one would be right to conclude that cultural values are of paramount importance in enhancing relationship value. Literature from extant services marketing has established that persons from cultures that are dissimilar have diverse expectations and evaluations of services (Smith and Reynolds, 2002; Donthu and Yoo, 1998; Laroche et al., 2004), which in turn forms their core value. Most studies acknowledge the impact of cultural values directly on attitudes, behavioral intentions, (Lee, 1990; Chung and Pysarchik, 2000), and on customer satisfaction (Leung et al., 2005). Other writers like Tsoukatos and Rand (2007) reaffirm that cultural values impact customer satisfaction. Overall, several studies provide proof that culture influences service quality and customer satisfaction. It is also noted cultural values act as drivers of thoughts, wishes, perceptions for the people and behavior, which results in service quality perceptions through service

expectations according to Jin Hoare and Butcher (2008). It is agreed that “will” expectations are prejudiced by the experience of the customers of the level of service which is usually provided in a society with particular characteristics of the culture. On the other hand, Bellou (2007) says “should expectations” are influenced by the customers’ cultural characteristics. The same writer notes that service performance perceptions are clarified via the cultural lens and can directly affect service quality perceptions and satisfaction. The results call for hotels to pay much attention to cultural values if customer satisfaction is to be maximized.

- The results further highlight the moderating effect of cultural values on the relationship between RMPs and customer satisfaction (H_{06}), on relationship value and customer satisfaction (H_{07}), and on the moderated- mediation of cultural values on the indirect relationship between relationship marketing programs and customer satisfaction via relationship value (H_{08}).

On the moderation effect of cultural values on the relationship between RMPs and customer satisfaction, the study posited that cultural values do not moderate the relationship between RMPs and customer satisfaction (H_{06}). However, the results in Table 4.24, reaffirm that cultural values positively and significantly moderates the link between RMPs and customer satisfaction in the hotel industry with ($\beta = .88^*$, $p < .01$). Specifically, Figure 4.10 indicates that when RMPs are well exploited the hotels tend to attract more customers which results in customer satisfaction. The findings are in agreement with Berry & Parasuraman, (1991) who argue that once RMPs are implemented well in the service sector customer satisfaction will be attained. Therefore, relationship marketing programs (RMPs), which focus on the ways to build, develop, and maintain successful relational exchange. (Morgan & Hunt, 1994), can be considered as one of the best strategies to gain profitability and competitive

advantage for firms (Min, 2006; Ryals, 2005) and increase customer satisfaction (Berry & Parasuraman, 1991). It can therefore be asserted that cultural values do strengthen the relationship between RMPs and customer satisfaction.

Furthermore, the results on the moderating effect of cultural values on the relationship between relationship value and customer satisfaction (H07), the results in Table 4.24 revealed that cultural values positively moderate the interconnection between relationship value and customer satisfaction with ($\beta = -.162^{***}$, $p < .05$). Specifically, figure 4.11, points out the need for cultural values if hotel customers are to be attracted and satisfied. The results further show that the higher the cultural values in the interaction between relation value and customer satisfaction the more it increases hotel customer satisfaction. This is reinforced by Mee-Shew Cheung et al., (2010) when they say that differences may cause a disparity in the levels of both commitments to exchange partners and perceived satisfaction with the exchange relationship. On the whole cultural values is a prerequisite if customer satisfaction is to be attained in Ugandan hotels.

On the moderated- mediation effect of cultural values on the indirect relationship between relationship marketing programs and customer satisfaction via relationship value (H08), it was noted that cultural values moderated at lower levels as reflected in **table 4.25** with (lower levels .052, CI = .008, .100), this shows that moderation took place lower levels and did not take place at the mean level and higher level. The results are in agreement with some of the writers such as Karami, Maleki, and Dubinsky (2016) who said that one of the most important variables that seemingly leads consumers to evaluate services differently is one's cultural background. In fact, the same writers state that when service providers do not meet culturally specific

expectations of consumers, consumer dissatisfaction may ensue. This shows how cultural values are of paramount importance to the hotel industry in Uganda. The more cultural values integrated into their services the more customer satisfaction.

5.5 Conclusion of the Study

The findings of this study are of paramount effect to the debate that is ongoing about the role of cultural values in the multi-ethnic marketplace which has positioned a new stance into the relevancy of embracing a concept of national culture in the explanation of consumer behaviors wholly. The study highlights the importance of relationship marketing programs and explains how hotels should exploit these programs such as social, financial, structural, and confidence programs for their own benefit, which in turn boosts customer satisfaction. For a long-term relationship and to maximize customer satisfaction, it's important for hotels to keenly monitor and understand that social programs are key to the maximization of customer satisfaction. The social programs involve developing stronger relationships with the customers through social interaction or friendship to provide important psychosocial benefits in any service encounter. It should be noted that social programs can be derived from the customer–service provider interactions and friendships in addition to customer–customer interactions. In customer–service provider interaction, in this case, the hotel staff, will always emphasize staying in touch with their customers, learning about their needs, and expressing their friendship.

The results reveal that social programs are positively associated with customer satisfaction. The findings further suggest that social programs are vital to the attainment of customer satisfaction in Uganda's hotels. The purpose of emphasis on social programs is that it comes in with certain activities that help to activate

customers and these include; special treatment, meals, entertainment, and personalized information. The social programs that result are challenging to duplicate and may possibly result to reciprocation by the customers to through repeat sales and commendations to their peers and ignoring competitive offers thus customer satisfaction. It was also found out that hotels need many in- puts from the customers to be able to design the most suitable social programs that will propel the relationship marketing programs in the attainment of customer satisfaction.

There is consistency among the customers in Uganda when interacting with the hotel staff on what entails customer satisfaction. It's the customers who know what they want and therefore determine what satisfies them. They help the hotels on social programs to understand the market trends, what orients their choice and perceptions in making decisions or choosing a certain hotel. As such, the hotels benefit from vertical integration in terms of the quality offering, planning, and control as well as lowering of the overhead costs. The end result is customer satisfaction and hotel performance in terms of sales.

The implication is that social programs help the hotel in tailoring its relationship marketing programs which facilitate interaction between customers and the hotel staff impacting positively on the hotel's performance as a result of customer satisfaction.

Suffice to note is the importance of financial programs. These programs are key to improving customer satisfaction and the hotels' performance. These programs include discounts, free products, or other financial benefits that enhance customer satisfaction. But it should be put under consideration that unless enabled by unique sources, for example, low-cost structure, any advantage accruing from financial relationship marketing programs is unsustainable because competitors can easily match the

programs (in the oligopolistic market situation). However, in this study financial programs accounted more in the enhancement of customer satisfaction.

Additionally, structural programs were found to be of paramount importance for the hotel industry in Uganda. These programs increase efficiency or effectiveness (or both) for customers via investments that customers would most likely not make themselves. Instances include order processing systems that are customized, devoted personnel, and custom-made services to the customers. The results indicate that these programs are very crucial if customer satisfaction is to be attained. For example, can book online or make an order while away from the hotel. All these pointed to the need for improved structural programs if hotels are to maximize customer satisfaction.

The findings also point to the need of building confidence in the customers. It was realized that the provision of opportunities to customers to interact with other customers, enhances their confidence, and are able to open up to what could be the best way to satisfy them. It is therefore advisable that the Ugandan hotel's management take into consideration these programs as an avenue for them to maximize customer satisfaction. In addition to creating an avenue for interaction hotels should actively seek customer's opinions on how they rate their services in order to continuously improve this customer satisfaction.

On the whole, it's evident that hotels in Uganda should focus on relationship marketing programs at levels in order to maximize customer satisfaction. This is due to the emergence of different customers that come from different regions and abroad. Hotels also should embrace globalization for them to attain customer satisfaction. The process of globalization has effects on the environment, on culture, on political

systems, on economic development and prosperity, and human physical well-being in societies around the world an aspect that influences customer satisfaction.

This study equally theorized the model of the moderating effect of cultural values on the relationship between relationship marketing programs and customer satisfaction. The model fits and significantly moderates the relationship and supports the hypothesized model. As the principal constructor dependent variable customer satisfaction is positively enhanced by relationship marketing programs under high levels of cultural values as reflected from the findings. Based on the results it's evident that cultural values should continuously be incorporated into relationship marketing programs for the customers to be attracted. It has been contended that cultural values signify the indirectly or directly mutual abstract ideas about what is right, good, and desirable in society. The specific norms base on these to tell people what is suitable in several circumstances, thus decision making which results in customer satisfaction.

Therefore, hotel managers can exploit this opportunity to go beyond investment cost on relationship marketing programs and immediate advantages but rather long-run potential benefits from specific initiatives that foster cultural values amongst customers. While there is a consensus that the digital economy presents increased opportunities for growth and profitability, there has also been an observation that associates of dissimilar cultural groups share numerous experiences which are value-relevant and they are socialized to take shared social values that influence customer satisfaction. It is therefore incumbent on the hotel management to embrace business models that must clearly understand the importance of RMPs but also to diffuse cultural values into the relationship between RMPs and relationship value to maximize customer satisfaction.

In conclusion, the study's resolute was on the conditional effect of relationship value and cultural values on both the direct and indirect relationship between relationship marketing programs and customer satisfaction in Ugandan hotels. From an empirical perspective, several studies (Doran & Littrell, 2013; Littrell, 2012; Peterson and Søndergaard (2014) support the notion that a large cultural distance between ethnic cultures means that they have significantly different cultural values dimension score averages, which have a positive impact on customer satisfaction. It should be noted that the hospitality industry has faced an increasingly competitive environment since the economic downturn that began in 2007-2008 (Selznick, P. (1992). Compared to other industries, such as manufacturing, agriculture, and electronics (which have evolved to become more industrialized), the hospitality industry heavily depends on customers' attitudes and behaviors in decision making towards organizations' services, which are vital to achieving an organization's objectives, as well as the efficient maintenance of its competitive advantages (Karatepe et al., 2006). As such hotels do not have to wait and react but should diffuse cultural values into RMPs to enhance relationship value which will improve customer satisfaction. More enhanced RMPs and cultural values will increase relationship value an aspect that leads to the maximization of customer satisfaction. In this regard, hotel managers are able to develop new customer satisfaction models.

The results provide the hotels' management with more insights for planning and executing appropriate relationship marketing program strategies in an effort to enhance customer satisfaction in the service industry. It is within a theoretical analysis that the research gap identified in the maximization of customer satisfaction by the hotel's management particularly in developing countries such as Uganda can be addressed through adopting strategies of this model. It can therefore be concluded that

if the hotel management mix well all the dimensions of relationship marketing programs as captured by this study, take into consideration of cultural values, it will increase the level of relationship value, and the maximization of customer satisfaction in the hotel industry will be achieved

5.6 Recommendations of the Study

5.6.1 Theoretical implications of the study

This study's findings have numerous implications for academicians and others involved in the building of the theory. This study extends previous relationship marketing programs and customer satisfaction frameworks from majorly in developed countries by considering another environmental set-up from developing countries like Uganda. It adds the moderating and mediating variables in the relationship between cultural values and relationship value respectively. The findings strongly point to the need for cultural values if relationship marketing programs are to positively increase the rigor of relationship value, the higher the cultural values the higher the relationship value thus customer satisfaction, and vice versa. The findings support a multi-faceted approach through RMPs, and relationship value moderated by cultural values so as to maximize the satisfaction of the customer.

Additionally, the study is one of its kind in developing economies to examine the relationship between the conditional effect of mediating and moderating effect of cultural values and relationship value on RMPs and customer satisfaction using the highly rigorous method of PROCESS macro. RMPs have a high positive and significant effect on customer satisfaction in the hotel industry through relationship value.

Additionally, the study underscores the importance of fit in the theory through social exchange theory (Blau 1964)), and relationship marketing theory drawing from resourced based view theory (Barney et al., 2011) to explain relationship marketing programs, relationship value, and cultural values. It shows that a combination of all dimensions of relationship marketing programs, relationship value, and cultural values studies can be reinforced in different theoretical write-ups by different scholars. Most of the studies in this area of relationship marketing have lightly not focused on the guidance from RBV theory. Drawing on this theory, the study has made it explicit that the theory fits in explaining the relationship between RMPs and customer satisfaction through relationship value.

The theory makes it clear how the hotel management staff focus determines the rationale of RMPs in the realization of customer satisfaction. The study enriched the literature of relationship value by being the first to conceptually theorize its relationship with RMPs, cultural values, and customer satisfaction in a single framework. Important to note is that the study through relationship marketing theory espoused a strong and direct focus of RMPs on customer satisfaction.

The theory offers strategists a means of evaluating potential factors that can be deployed to enhance customer satisfaction. The theory further explains how hotels can use available resources to enhance customer satisfaction through relationship marketing programs. It also heartens businesses to produce their products in a way that they cannot be copied or substituted so as to have an increment in their performance. Thus, the contribution of these theories is authenticated by this study since it encourages the hotel management to invest in different relationship marketing programs such as social, financial, structural, and confidence programs to ameliorate customer satisfaction.

5.6.2 At the policy level

The findings of the study help the efforts of the policymakers in regard to the hotel industry as the main areas of emphasis if local Hospitality and tourism are to be promoted. Such as RMPs and cultural values in consideration of customer and service provider relationship value particularly from the customer's perspective. To maximize customer satisfaction should be at the forefront. This is in line with the hotel's policy maker's assertions; there have to be more being done in respect to advancing Uganda and to giving guests more reasons than ever to come and appreciate our nation, the Pearl of Africa,, service provision in our hotels is central (UHOAs report 2017). Based on such emphasis the findings will be of great importance.

5.6.3 Managerial implications and practice of the study

The findings in this study revealed that customer satisfaction is better maximized by the hotels which exhibit a high level in the operationalization of relationship marketing programs. Therefore, there is a need for the hotels' management to foster RMPs in order to increase their sales as a result of maximizing customer satisfaction.

In furtherance of the hotel sales' growth as a result of customer satisfaction, hotel management needs to create long-term relationships with customers in order to remain relevant to society. This will support the hotel in planning and dedicating sufficient resources towards enhancing RMPs which helps in customer satisfaction maximization. Hotels should invest only in those programs that can create a competitive differentiation strategy for sustainable growth and realization of customer satisfaction. Hotels' management must develop unique relational programs internally, as well as recognizing the diffusion of cultural values in an effort to maximize customer satisfaction.

The study findings offer numerous insights that can help helpful in the guidance of managerial activities. First, there should be clear evidence of greater confidence in hotel managers acknowledging that relationship marketing programs work and that their influence on bottom-line consequences is quantifiable. Additionally, the ability to put pen to paper these economic returns gives the managers a stronger basis to ask for resources in support of these programs of relationship marketing. Secondly, the results ascertain those situations in which relationship marketing programs can be used helpfully. For instance, numerous hotels may possibly be spending less on social programs, and extra investments could produce greater profits for them. On the other hand, because the relational tie may reside with the direct contact employee (counter employee), in such a situation the firm risks greater damages if the direct contact employee happens to be (counter employee). Managers could target their structural investments towards customers because structural programs give the greatest returns when directed toward those customers with whom the hotel interacts regularly.

The recommendations for financial relationship marketing expenditures, however, grow more complex. The returns from financial programs are improved when the hotel in question has CRM in place, the counter employee has an ownership interest, and customers are committed to the hotel; however, as a standalone investment, financial relationship marketing is not viable in the short run. Thus, financial programs should be used strategically, such as to respond to competitors or attract new customers, not with the expectation of a short-term increase in customer satisfaction. There may possibly be a need for the hotel managers to formulate formal policies to administer the circumstances under which financial incentives are warranted to limit misallocations. With regard to this sense, financial incentives may

bear a resemblance to a pricing policy more than a relationship marketing program, thus affecting customer satisfaction.

Overall, a profile of customers or customer segments should be developed by the hotel managers. This profile can become the focus of efforts for targeted relationship marketing and show a discrepancy in the mix of relationship marketing programs with regard to the characteristics of the segment. Because financial, social, and structural, confidence relationship marketing programs provide different returns, thus the allocation of resources through the programs is a difficult challenge that must put interactions with customers and the hotel management staff into consideration (Gopalakrishna and Chatterjee 1992, Tellis and Zufryden 1995). How should a manager optimally allocate a given budget across relationship marketing programs? To address this question, there should be the development of a post hoc resource allocation model that provides directional insights into the optimal mix of relationship marketing programs.

5.7 Suggestions for Further Research

This study focused on studying the effect of relationship marketing programs, cultural values, relationship value on customer satisfaction in Ugandan hotels. The findings presented in this study are based on the administered questionnaires within the Ugandan hotel sector. Thus, there is a need to carry out a similar study within different settings other than the hotel sector in order to assess the similarities and differences that may prevail or establish whether the findings of the study hold. Furthermore, there is a need to carry out such a study in the East African region across member countries in order to assess whether there are any regional or country-specific characteristics with regard to the topic of investigation.

In conclusion, there is also a need to carry out further research using a mixed-method approach by including a qualitative review such as in-depth interviews, this was done again to further the understanding about the phenomenon of relationship marketing programs with the moderation of cultural values and triangulate the findings of the quantitative findings. In addition, there is also a need to include the observations from the managers of different hotel managers as respondents in order to enrich the findings to the academicians and practice.

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APPENDICES

Appendix I: Academic Research Questionnaire

Dear Respondent,

This research study is aimed at satisfying the requirements for a Post Graduate qualification on "**The Effect of Relationship Marketing Programs, Cultural Values, and Relationship Value on Customer Satisfaction in The Hotel Industry; A Case of Uganda.**" You have been identified as a key and valued respondent in carrying out this research which is purely academic. Your responses will be treated with the utmost confidentiality and will purely be used for the purpose of this study. I humbly request your support in sparing some of your time to answer the following questions. Your cooperation is highly appreciated.

Section A: Background Characteristics

A1- Name of Hotel you are rating.....

A2- How long is it since you first visited the hotel?

Less than 1 yr ago	1 - 2 yrs ago	3 – 4 yrs ago	Over 4 yrs ago
1	2	3	4

A3- Would you recommend the above-named hotel to your friends and relatives?

Yes	No
1	2

A4- Please indicate your highest level of education attained

Below Diploma	Diploma	Degree	Post Graduate level	Other (Please Specify)
1	2	3	4	5

A5. Age Group

21 – 30 yrs	31 - 40 yrs	41 – 50 yrs	Above 50 yrs
1	2	3	4

Section 1 (a): Please circle a number that best describe your **satisfaction level** on the following statements in relation to this hotel

	Customer Satisfaction	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
CS1	Quality of service, variety of food and beverage in this hotel is better compared to other Hotels	1	2	3	4	5
CS2	I feel satisfied with the hotel's overall performance	1	2	3	4	5
CS3	The hotel performance has always met my expectations	1	2	3	4	5
CS4	I am greatly satisfied with all aspects of the service in this hotel	1	2	3	4	5
CS5	Price of food and beverage of this hotel is lower compared to other Hotels	1	2	3	4	5
CS6	The hotel has new and modern facilities of the room	1	2	3	4	5
CS7	The location and parking facilities of this hotel are superb compared to other hotels	1	2	3	4	5
CS8	Hotel management is very responsive to complaints that I raise	1	2	3	4	5

CS9	The hotel has a great deal of quietness in the surroundings	1	2	3	4	5
	Relationship Marketing Programs					
	• Social Programs					
SP1	I often receive special treatment from this hotel staff	1	2	3	4	5
SP2	This hotel often provides quality meals and great entertainment	1	2	3	4	5
SP3	I often receive special reports and information from this hotel	1	2	3	4	5
SP4	This hotel actively cares about my opinions and how I use its services	1	2	3	4	5
SP5	This hotel provides me with opportunities to interact with other customers	1	2	3	4	5
	• Financial programs					
FP1	With increases in the number or value of transactions, this hotel gives more	1	2	3	4	5
FP2	Customers frequently get special pricing and discounts from this hotel	1	2	3	4	5
FP3	I often get free products and services as a result of repeat visits to the hotel	1	2	3	4	5
FP4	As a customer of the hotel, I have been offered items that are of great financial value	1	2	3	4	5

	• Structural Programs					
STP1	This hotel often provides service-related new knowledge to me	1	2	3	4	5
STP2	This hotel provides complete and integrated customer-tailored services	1	2	3	4	5
STP3	Problems can be solved anytime when I have difficulties or complaints with the hotel	1	2	3	4	5
STP4	This hotel actively predicts my needs and provides personalized products or services for me	1	2	3	4	5
STP5	In this hotel, special structural changes have been instituted for customers use	1	2	3	4	5
	Cultural Values					
CVS1	I get different local entertainments from this hotel	1	2	3	4	5
CVS2	This hotel helps me celebrate the milestones in my life	1	2	3	4	5
CVS3	This hotel creates memories for me as a customer	1	2	3	4	5
CVS4	This hotel is my home away from home	1	2	3	4	5
CVS5	I am among the high percentage of repeat guests in this hotel	1	2	3	4	5
CVS6	The hotel's personnel treat me with respect	1	2	3	4	5
CVS7	The hotel's personnel treat customers with sensitivity	1	2	3	4	5

CVS8	This hotel provides information about the local culture	1	2	3	4	5
CVS9	This hotel makes you feel and see different cultures	1	2	3	4	5
CVS10	This hotel treats customers with courtesy	1	2	3	4	5
CVS11	This hotel provides local tailored dishes	1	2	3	4	5
CV12	Employees do respect traditional norms	1	2	3	4	5
Relationship Value						
RV1	I am willing to spend more to keep the relationship with this Hotel	1	2	3	4	5
RV2	I get a lot of value from the relationship with this Hotel	1	2	3	4	5
RV3	My relationship with this Hotel improves its value	1	2	3	4	5
RV4	The cost of the relationship with this Hotel is less than the benefits I receive	1	2	3	4	5
RV5	I receive a great deal of benefits from the relationship with this Hotel	1	2	3	4	5
RV6	My relationship with this Hotel has helped in understanding each other's needs and wants	1	2	3	4	5
RV7	My relationship with this Hotel has helped improve service reliability and consistency	1	2	3	4	5
RV8	My relationship with this Hotel makes me feel proud when staying it	1	2	3	4	5

RV9	The benefits from the relationship with this hotel strongly match our conception of an optimal relationship	1	2	3	4	5
RV10	My relationship with this Hotel has helped in-service problem solving	1	2	3	4	5
RV11	My relationship with this Hotel has helped improve on-time service punctuality	1	2	3	4	5

Appendix II: Summary of Empirical Review and Gaps

AUTHORS	TOPIC	METHODOLOGY	FINDINGS	KNOWLEDGE GAPS/WEAKNESSES
NgocLuua, Liem Viet Ngob, and Jack Cadeauxb (2017)	Value synergy and value asymmetry in relationship marketing programs	The study adapted all construct measures in this study from existing tested scales in previous research. The study measured all constructs with multi-item 7-point Likert scales or by using measures derived from such scales, if not otherwise indicated. Mainly it was qualitative, thus subjective	The key finding from this study suggests that an increase in supplier relationship marketing programs can help to create relationship value, but at the same time differently distribute relationship value between two parties.	The study was carried out in a more developed country and could expand the sample to various countries in order to investigate the moderating role of cultural factors in the effectiveness of relationship marketing programs. In addition, although this study manages to use data collected from both buyers' and supplier's sources, the findings are based on subjective data mostly measured on Likert-based scales, which need to be further validated by future research with objective data.
Hua Song Kangkang Yu Samir Ranjan Chatterjee Jingzi Jia , (2016)	Service supply chain: strategic interaction and relationship value	In order to empirically validate the theoretical model, the study adopted a survey method. All items were assessed by the service provider's customers.	The findings indicate that the more the service supplier interacts with the customer, the better the product-based service offered by the supplier will be. It was also found out that strategic interaction between the service supplier and customer can enhance the capability of providing integrated managerial service	It should be noted again that the context in which the study was carried out is different occurrences do happen. Although Lusch and Vargo (2006) proposed co-production and co-creation as key components in the process of value-creating, the role of the supplier-buyer relationship is not clarified in the two kinds of processes. This leaves room for further explanation and therefore a basis for research.
Deborah O. Aka1; Oladele J. Kehinde; and Olaleke O. Ogunnaike (2016)	Relationship marketing and customer satisfaction: A conceptual perspective	The study adopted the archival method to review the relevant literature as well as the theories that explain relationship marketing and customer satisfaction.	The findings indicate that the contemporary business environment requires a shift from transaction marketing which involves the exchange of values between two or more parties to relationship marketing which involves building a long-term satisfying relationship between the parties (i.e. customers, employees, suppliers, distributors, among others) involved in a transaction.	The study was short of a methodological approach. It was not fully qualitative or quantitative, though lays a basis on how further research can be conceptualized.

Mark P. Mobach, (2013),"	The impact of physical changes on customer behavior.	The approach used was a field experiment, and the convenience sampling method was used.	The findings of this study, in which perspectives from facility management, operations management, marketing, and environmental psychology were combined, indicate that organizations seeking to positively influence customer behavior during the wait should take into account the quality of facility design of waiting areas and that, if well chosen, physical surroundings can also be used to positively influence satisfaction.	The conceptualization and contextualization points of replicating this study in other countries. The study further indicates that customer satisfaction indicators need further research.
Barbara Cater and Tomaz Cater (2009)	Relationship-value-based antecedents of customer satisfaction and loyalty in manufacturing"	Variables for our model were operationalized on the basis of operationalizations used in past research with some minor modifications. Performance of confirmatory factor analysis (CFA) to test the measurement model was done. The study used the covariance matrix as an input for LISREL 8.72.	The study findings indicate that the determinants of customer satisfaction, support the findings of other authors who have found satisfaction to be negatively affected by price (Fynes and Voss, 2001; Lam et al., 2004) and positively by delivery performance (Chakraborty et al., 2007), supplier know-how (Spiteri and Dion, 2004; Tan and Tracey, 2007) and personal interaction or similar constructs (Mohr et al., 1996; Selnes, 1998; Spiteri and Dion, 2004).	The study highlights the need for cross-validating the study in other contexts. The authors point out that further research could also provide cross-validation in other sectors, particularly in the services industry. Thus an area of research.
Ernest Emeka Izogo Ike-Elechi Ogba Kenneth Chukwuma Nwekpa , (2016)	Correlates of the determinants of relationship marketing in the retail sector:	Conceptualized constructs (relational orientation, trust, commitment, quality services, and proximity/store location) were all measured on a seven-point Likert type scale. The 20 customers participated in the interview. A purposive mall-intercept method was used.	The scope and intensity of contemporary marketing practices in West Africa show that relationship marketing implementation is shallow and that transactional marketing predominates when compared with developed or even other emerging markets.	Although contextual and cultural factors do possess the potential to influence the behavior of relationship marketing constructs, the present study only validated existing frameworks without integrating any contextual and cultural variables within the research model. Research should therefore focus on investigating the factors responsible for this asymmetry in relational orientation between firms and consumers.
Yi-Ling Chen & Hung-Chang Chiu (2009)	The effects of relational programs on online customer satisfaction,	This study collected data through a sponsor portal site. The sample of respondents was composed of both men (58%) and women (42%).	The findings indicate that in a virtual environment customer satisfaction can be enhanced through financial and structural programs. The findings further indicate that	The context in which the study was carried out is limited in scope. It could be more relevant if another study examines the above relationships in different service

			managers may need to develop different kinds of relational programs with long-term and short-term customers to enhance their satisfaction.	categories. It would be informative to test the results in a sample with a broader customer base.
Robert M. Morgan & Shelby D. Hunt (1994)	The Commitment-Trust Theory of Relationship Marketing		There's much support that; Relationship marketing's success in all its contexts requires cooperation behaviors, thus relationship marketing programs critical if customer satisfaction is to be attained. Customer satisfaction is an indicator of the marketing success mentioned above.	Though commitment and trust were found to be important mediators in enhancing and perfecting relationship marketing, the study falls short of explaining how these variables can be enhanced and sustained to maintain the relationship. This is due to the fact that there's less attention to customer satisfaction which boosts the realization of both variables of trust and commitment.
Dennis B. Arnett, Steve D. German, & Shelby D. Hunt (2003)	The Identity Salience Model of Relationship Marketing Success: The Case of Nonprofit Marketing	The argument is that when organizations engage in exchange relationships with individuals that are based primarily on social exchange, what is the role of identity salience? Does identity salience influence relationship marketing success? If so, what is the nature of this effect?	The article brings out the need to promote long-term relationships with key stakeholders as an important strategy, especially in today's intensely competitive business environment.	Despite this article contributing a lot to Relationship marketing, it fails to bring out appropriately the effect of environmental variables in which different categories of partners operate or the context to enhance the relationship through relationship marketing to maximize customer satisfaction.
Nicole E. Coviello, Roderick J. Brodie, Peter J. Danaher, & Wesley J. Johnston	How Firms Relate to Their Markets: An Empirical Examination of Contemporary Marketing Practices	The issue is how different types of firms relate to their markets. The comparison of construct means shows that at a general level, consumer and goods firms relate to their markets in a more transactional manner than the business to business and service firms do.	The contribution is that relationship marketing is redefined to reflect three separate constructs; Database, interaction, and network marketing. This study assesses the relative emphasis placed on transactional and relational activities, thus provides insight on the extent to which firms employ relationship marketing.	Although the study develops several new measures and this is in itself a contribution, further research would include both objective data and subjective measures of how the firm has performed compared with primary competitors and managerial expectations.
Robert W. Palmatier, Rajiv P. Dant, Dhruv Grewal, & Kenneth R. Evans	Factors Influencing the Effectiveness of Relationship Marketing: A Meta-Analysis	Overall, these findings indicate that the effectiveness of RM efforts may vary depending on the specific RM strategy and exchange context; this inconsistency with regard to performance suggests the need for a meta-analysis to integrate the	The paper provides evidence of the role of relational mediators between relationship marketing strategies and exchange outcomes as more complex than is currently suggested in different research findings. It brings out the importance of relationship marketing and strong relationship's positive influence on performance and it's well	There is a need to look into relationship satisfaction, exchange efficiency, equity, relational norms, and reciprocity. The absence of any measure of reciprocity between exchange partners is especially notable because it has been identified as "the core of marketing relationships" (Bagozzi 1995, p. 275) and may help

		abundance of accumulated empirical research and to understand better the RM strategies that are most effective for building strong relationships, the outcomes that are most affected by customer relationships, and the conditions in which RM is most effective for generating positive seller outcomes.	supported. It indicates that overall expertise and communication are the most effective relationship-building strategies across all elements of a relationship.	explain the pattern of effects surrounding the impact of relationship investments and benefits on relational mediators. Integrating reciprocity into the relational-mediating framework may also explain the large, direct effect of relationship investment on performance, such that people's inherent desire to repay "debts" generated by sellers' investments may lead to performance-enhancing behaviors, independent of trust or commitment. In addition to taking a multidimensional perspective of relationships, the scope of RM research should expand to investigate potential interactions among the relational mediators and identify relational synergies. For example, the strong linkage between relationship quality and objective performance may be due to interactions among the different facets of a relationship.
Shelby D. Hunt and Dennis B. Arnett	The explanatory foundations of the relationship marketing theory	Relationship marketing is a relatively young field of inquiry, relationship marketing theory is an extremely rich area of research. Relationship marketing can take many forms and, as a result, relationship marketing theory has the potential to increase one's understanding of many	It suggests that the prominence of relationship marketing is due not just to the rise of services, technology, and information-oriented firms, but also to the rise of Strategic network competition.	The article does not bring out the strategic network's cornerstone as far as relationships are concerned. It is on this background that relationship marketing programs could be researched further to establish the actual cornerstone.
John Egan (2003)	Back to the future: divergence in relationship marketing research	It charts the history of RM theory and the different perspectives that have enriched its development. Although it recognizes that the scope of RM research has always been an issue, it foresees uncertain consequences resulting from the breakup of relationship marketing's traditional 'broad-church' approach. In	It may be reasonably argued that RM's broad church has contributed to the diversity of marketing debate and has helped integrate other aspects of management (Brodie et al., 2002). As Brown (2002) notes, on-going debate over definitions, domains and the nature of the discipline itself is a sign of a healthy and imaginative	Ignored the fact that RM was intended as an alternative approach to marketing in contexts that differ significantly from mass marketing situations and where high interpersonal interaction occurs. Despite this, the assumption that RM is relevant in mass marketing situations has not been challenged or tested in any meaningful way.

		particular, it considers whether, following any break-up, marketing's research agenda will be poorer as a result.	marketing environment.	
Evert Gummesson	Making Relationship Marketing Operational	An attempt is made to specify – in a broader sense than usual – the relationships that constitute RM. It deals with direct market relationships between suppliers and customers, but also with supporting relationships above and below the market proper.	It explains the link between RM and a new organizational design, here referred to as the imaginary corporation. The core of the text consists of the listing and definition of the 30Rs, and a discussion of their properties and implications for marketing. It is concluded that RM constitutes a paradigm shift in marketing.	Its applicability and operationalisation are still not clear as evident in this article.
Jaqueline Pels and Nicole coviello	Integrating transactional and relational marketing exchange: a pluralistic perspective	The argument is the increased emphasis on the relational aspects of marketing, which has made managers and academicians think whether or not transactional marketing is still relevant. Central to the academic discussion is the question of how to model exchanges in a manner appropriate to, and reflective of contemporary marketing practice. In contrast, managerial interest has been more focused on when it is appropriate to adopt a relational rather than transactional approach.	It provides a framework to describe how and why these paradigms are chosen. That is transactional and relational marketing. The model outlines the relationship between context and the actor's perception of their context, integrated with the notion of the seller's offer proposition, the buyer's need structure, and their perceptions of each.	The discussion in this paper has been largely at the conceptual level, and empirical research is required to further refine the model.
Thomas W. Gruen, John O. Summers, & Frank Acito	Relationship Marketing Activities, Commitment, and Membership Behaviors in Professional Associations	Managers of channel relationships are greatly concerned about the reasons and likelihood that a single customer might defect because the consequences of that defection are great. Also, channels relationships pertain to relationship issues of trust (Doney and Cannon 1997), opportunistic behaviors (John 1984), transaction-specific assets (Heide and John 1988), commitments or pledges	To develop the conceptual model, the article combined extensive exploratory research with existing research in services marketing, relationship marketing, and organizational behavior. It used interviews and focus groups with association managers to identify the various marketing actions that associations use in managing relationships with their memberships, to determine the ways that members are committed to the organization, and to delineate the co-	In this article, the specific differences between high- and low-identification contexts are not captured. Similarly, the control factors used in this study indicate the value of incorporating organizational demographic factors as group-level variables, and further research using additional organizational demographic characteristics may provide deeper insight on membership retention (e.g., distribution of membership duration in the organization,

		to the channel partner (Anderson and Weitz 1992), and relative power and dependence (Anderson and Narus 1990) of the partners.	production and participation activities of the membership	the age distribution in the organization
	Customer Evaluations of Service Complaint Experiences: Implications for Relationship Marketing	There is little known about how customers evaluate a company's response to their complaints or how those efforts influence subsequent customer relationships with the firm (Goodwin and Ross 1992). Kelley and Davis (1994, p. 52) observe that "a dearth of empirical research confines any theoretical discussion [of complaint handling] to anecdotal reports."	Investments in complaint handling can improve evaluations of service quality, strengthen customer relationships and build customer commitment. The same article points to the need of practicing internal marketing, training the personnel on skills such as interpersonal communication.	Understanding the dynamics between complaint handling efforts and post complaint behaviors would be enhanced by tracing the relationship between the customer and the organization over time. This longitudinal research could go beyond complaint handling and examine how organizations win back lost trust and commitment. Customer behaviors, such as customer satisfaction, exploring alternative service providers, also should be examined.

Appendix III: Letter of Authorisation Form the School



**MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS**

Tel: 0790940508

0771336914

0736138770

Fax No: (053) 43047

Telex No. MOIVARSITY 35047

P.O. Box 3900

Eldoret.

Kenya.

RE: SBE/DPHIL/BM/10/17

DATE: 20th August, 2019

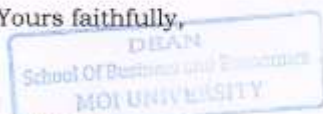
TO WHOM IT MAY CONCERN

RE: NABIMANYA MUHUMUZA BENON

The above named is a bonafide student of Moi University School of Business and Economics, undertaking a Doctor of Philosophy in Business Management degree; specialized in marketing. He has completed coursework, defended his proposal, and is proceeding to the field to collect data for his research titled: **"Effect of Relationship Marketing Programs, Culture Values and Relationship Value on Customer Satisfaction in the Hotel Industry: A case of Uganda."**

Any assistance accorded to him will be highly appreciated.

Yours faithfully,



DR. RONALD BONUKE
ASSOCIATE DEAN, SB&E



(ISO 9001:2015 Certified Institution)

Appendix IV: Hotel Letter



Uganda Hotel Owners Association

3 October 2019

To whom it may concern,

Dear Sir/Madam

RECOMMENDATION FOR MR. MUHUMUZA BENON .N. TO CARRY OUT RESEARCH IN UHOA MEMBER HOTELS

The Uganda Hotel Owners Association wishes to pay its compliments to you, the Management and Staff of your Hotel,

The Uganda Hotel Owners Association (UHOA) was formally registered in May 2000 after the founders of the association realized the need to bring Hotel owners in the country together under one common thread to lobby and advocate for the interests of hoteliers in Uganda.

This is to recommend Mr. Muhumuza Benon.N, a lecturer at Makerere University Business School who is a Post Graduate student at MOI University to be given necessary assistance in his research titled **Relationship marketing programs, cultural values, relationship value in enhancing customer satisfaction in selected hotels in Uganda.**

Your assistance is highly appreciated.

Yours Faithfully

Jean Byamugisha
EXECUTIVE DIRECTOR

Mission: To provide superb standard of accommodation facilities and services to both domestic and international tourists.
P.O BOX 33772, KAMPALA. TEL: 0414 – 345601, FAX: 0414 – 232675. EMAIL: ugandahotelassociation@gmail.com
www.ugandahotelassociation.com

Appendix V: List of Hotels



STAR RATED HOTELS IN UGANDA

Five-star hotels

1. Kampala Serena Hotel
2. Sheraton Kampala Hotel
3. Munyonyo Commonwealth
4. Mbale Resort
5. Lake Victoria Serena Golf Resort & Spa

Four-star hotels

1. Speke Resort Munyonyo
2. Royal Suites
3. Hotel Africana and Convention Centre
4. Protea Hotel
5. Imperial Royale
6. Golf course hotel
7. Igongo Cultural Hotel
8. Imperial Golf View Hotel
9. Jinja Nile resort
10. Lake View resort Mbarara
11. Laico, Lake Victoria hotel
12. Protea Entebbe Hotel
13. Imperial Resort Beach Hotel

Three Star Hotels

1. Ivys Hotel Kampala
2. Mackinnon Suites Kampala
3. Kabira Country CLUB
4. Grand Imperial Hotel
5. Silver Springs Hotel
6. Sports View Hotel
7. Fairway Hotel
8. Fang Fang Hotel

9. Agip Motel Mbarara
10. Bomah Hotel Gulu
11. Imperial Botanical Beach Hotel
12. Colline Hotel Mukono
13. Mountains of the Moon Hotel Fortportal
14. Nanjing Hotel
15. The White Castle Hotel Arua
16. Wash and Wills Hotel Mbale
17. White Horse INN Kabale

Two Star Hotels

1. Speke Hotel
2. Metropole Hotel
3. Hotel Triangle
4. Hotel Ruch
5. Eureka Place
6. Arch Apartments
7. Sky Hotel International
8. Sir Jose Hotel
9. Shangri la Hotel
10. Mt Zion Hotel
11. Airport View Hotel
12. Arcadia Lodges Bunyonyi
13. Imperial Botanical Beach Hotel
14. Bunyonyi Overland Resort
15. Central Inn
16. Gulu Churhill Courts
17. Golden Courts Hotel
18. Green Hills Hotel Kabale
19. Hotel Kash, Bananuka Drive
20. Hotel Kash, Masaka Road
21. Kalya Courts Hotel
22. Hotel Paradise on the Nile
23. Mt. Elgon Hotel & Spa
24. Nabisere Hotel
25. New Classic Hotel
26. Ridar Hotel
27. Sandton Hotel

Appendix VI: Mediation and Moderation Results

Regression results

Model Summary

Model	R	Change Statistics							
		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.098 ^a	.010	.001	.99968955	.010	1.069	3	329	.362
2	.560 ^b	.313	.305	.83363583	.304	145.122	1	328	.000
3	.596 ^c	.355	.346	.80894880	.042	21.325	1	327	.000
4	.638 ^d	.407	.396	.77695748	.052	28.483	1	326	.000

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.143	.193		-.743	.458
	Gender	-.124	.113	-.061	-1.098	.273
	Age	.017	.055	.017	.305	.761
	Education	.068	.058	.067	1.172	.242
2	(Constant)	-.276	.161		-1.713	.088
	Gender	-.128	.094	-.063	-1.365	.173
	Age	.006	.046	.006	.131	.896
	Education	.128	.048	.126	2.637	.009
	Zscore(RMPS)	.554	.046	.554	12.047	.000
3	(Constant)	-.292	.156		-1.867	.063
	Gender	-.146	.091	-.072	-1.601	.110
	Age	.012	.045	.013	.273	.785
	Education	.132	.047	.131	2.819	.005
	Zscore(RMPS)	.410	.054	.410	7.522	.000
	Zscore(RelatValu)	.251	.054	.251	4.618	.000
4	(Constant)	-.312	.150		-2.080	.038
	Gender	-.148	.088	-.073	-1.688	.092
	Age	.023	.043	.023	.528	.598
	Education	.132	.045	.130	2.919	.004
	Zscore(RMPS)	.317	.055	.317	5.741	.000
	Zscore(RelatValu)	.082	.061	.082	1.335	.183
	Zscore(CULTVAL)	.328	.061	.328	5.337	.000

a. Dependent Variable: Zscore(CUSAT)

Mediation Results

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018).
www.guilford.com/p/hayes3

Model : 4
Y : ZCUSAT
X : ZRMPS
M: ZRelatVa

Covariates:
Gender Age Education

Sample
Size: 333

OUTCOME VARIABLE:
ZRelatVa

Model Summary

R	R-sq	MSE	F	df1	df2	p
.579	.335	.673	41.307	4.000	328.000	.000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.063	.158	.399	.690	-.248	.375
ZRMPS	.574	.045	12.679	.000	.485	.663
Gender	.071	.093	.766	.444	-.111	.253
Age	-.025	.046	-.542	.588	-.114	.065
Educatio	-.019	.048	-.402	.688	-.113	.075

OUTCOME VARIABLE:
ZCUSAT

Model Summary

R	R-sq	MSE	F	df1	df2	p
.596	.355	.654	36.067	5.000	327.000	.000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.292	.156	-1.867	.063	-.599	.016
ZRMPS	.410	.054	7.522	.000	.303	.517
ZRelatVa	.251	.054	4.618	.000	.144	.359
Gender	-.146	.091	-1.601	.110	-.326	.033
Age	.012	.045	.273	.785	-.076	.101
Educatio	.132	.047	2.819	.005	.040	.225

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

ZCUSAT

Model Summary

R	R-sq	MSE	F	df1	df2	p
.560	.313	.695	37.433	4.000	328.000	.000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.276	.161	-1.713	.088	-.592	.041
ZRMPS	.554	.046	12.047	.000	.464	.645
Gender	-.128	.094	-1.365	.173	-.313	.057
Age	.006	.046	.131	.896	-.085	.097
Educatio	.128	.048	2.637	.009	.032	.223

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.554	.046	12.047	.000	.464	.645

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.410	.054	7.522	.000	.303	.517

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
ZRelatVa	.144	.043	.058	.232

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in the output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 59
Y : ZCUSAT
X : ZRMPS
M : ZRelatVa
W: ZCULTVAL

Covariates:
Gender Age Education

Sample
Size: 333

OUTCOME VARIABLE:
ZRelatVa

Model Summary	R	R-sq	MSE	F	df1	df2
p	.718	.516	.493	57.881	6.000	326.000
.000						

Model	coeff	se	t	p	LLCI	ULCI
constant	-.011	.138	-.077	.938	-.283	.261
ZRMPS	.270	.048	5.669	.000	.176	.363
ZCULTVAL	.528	.048	11.021	.000	.434	.622
Int_1	.032	.034	.915	.361	-.036	.099
Gender	.049	.079	.615	.539	-.107	.205
Age	-.002	.039	-.045	.964	-.079	.075
Educatio	-.012	.041	-.304	.761	-.093	.068

Product terms key:
Int_1 : ZRMPS x ZCULTVAL

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.001	.838	1.000	326.000	.361

OUTCOME VARIABLE:
ZCUSAT

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.655	.428	.586	30.358	8.000	324.000	.000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-.236	.153	-1.544	.124	-.538	.065
ZRMPS	.344	.055	6.260	.000	.236	.452
ZRelatVa	.056	.061	.919	.359	-.064	.175
ZCULTVAL	.299	.062	4.822	.000	.177	.421
Int_1	.088	.042	2.084	.038	.005	.171
Int_2	-.162	.048	-3.412	.001	-.256	-.069
Gender	-.135	.086	-1.556	.121	-.305	.036
Age	.022	.043	.518	.605	-.062	.106
Educatio	.123	.045	2.757	.006	.035	.211

Product terms key:

```
Int_1      :      ZRMPS      x      ZCULTVAL
Int_2      :      ZRelatVa x      ZCULTVAL
```

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.008	4.344	1.000	324.000	.038
M*W	.021	11.641	1.000	324.000	.001

```
Focal predict: ZRMPS      (X)
Mod var: ZCULTVAL (W)
```

Conditional effects of the focal predictor at values of the moderator(s):

ZCULTVAL	Effect	se	t	p	LLCI	ULCI
-1.000	.256	.067	3.801	.000	.123	.388
.000	.344	.055	6.260	.000	.236	.452
1.000	.432	.071	6.070	.000	.292	.572

```
Focal predict: ZRelatVa (M)
Mod var: ZCULTVAL (W)
```

Conditional effects of the focal predictor at values of the moderator(s):

ZCULTVAL	Effect	se	t	p	LLCI	ULCI
-1.000	.218	.073	3.000	.003	.075	.361
.000	.056	.061	.919	.359	-.064	.175
1.000	-.106	.081	-1.308	.192	-.267	.054

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Conditional direct effect(s) of X on Y:

ZCULTVAL	Effect	se	t	p	LLCI	ULCI
-1.000	.256	.067	3.801	.000	.123	.388
.000	.344	.055	6.260	.000	.236	.452
1.000	.432	.071	6.070	.000	.292	.572

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

```
ZRMPS      ->      ZRelatVa      ->      ZCUSAT
```

ZCULTVAL	Effect	BootSE	BootLLCI	BootULCI
-1.000	.052	.024	.008	.100
.000	.015	.019	-.025	.054
1.000	-.032	.038	-.111	.038

***** ANALYSIS NOTES AND ERRORS *****