

Level of Passengers' Satisfaction of Metro Mass Transit Ltd.'s Service Delivery in Koforidua, Eastern Region, Ghana.

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ABSTRACT

The study is a survey method which investigated passengers' level of satisfaction of Metro Mass Transit Ltd.'s (MMT) service delivery in Koforidua, in the Eastern of Ghana. The objective was to evaluate the customer service quality dimensions that determine customer satisfaction. Literature establishing the relationship between customer service quality and customer satisfaction were reviewed. Because the passengers do not gather at the terminals for a long time, primary data were accidentally gathered from 200 passengers involving 112 males and 88 females which comprised 133 workers and 67 non-workers. Questionnaire of 17 questions involving 15 close-ended and 2 open-ended questions were administered. Tabulations, cross-tabulations, percentages, bar and pie charts were used to analyse and present data. The study revealed that about 60% of MMT passengers are satisfied; about 20% are indifferent, while the remaining 20% are dissatisfied. This indicates that a significant number of about 40% of the passengers could switch to other transport service providers at any time. In view of this, it is recommended among other things that staff are given regular practical customer service training to significantly improve their skills and capacity for improving quality of customer service delivery. When this is done, passengers' satisfaction levels will increase and lead to customer loyalty. With this Metro Mass Transit Ltd. can cope with the keen competition in the road transport industry and guarantee sustainable corporate performance. In the absence of this, MMT, just like Omnibus Service Authority (OSA) and State Transport Corporation (STC), may sooner or later collapse, defeating the good intentions for setting it up.

Key words: service quality, customer satisfaction, indifferent, and dissatisfied, Metro Mass Transport.

1.0 INTRODUCTION

Metro Mass Transit Ltd (MMT) is a public transportation company in Ghana. The company was set up to provide reliable and affordable means of transport for commuters among villages, towns, cities as well as provide intercity movement.

1.1 Early days

Public bus companies have operated in Ghana since the Omnibus Service Authority (OSA) started its operations in 1927. The OSA contributed a lot to the Ghanaian society in terms of public transport. However, OSA's assets were divested in 1995.

1.2 Conception

Former President, John Agyekum Kufuor directed the re-introduction of public mass transport in the metropolitan and municipal areas to ensure the safe, affordable, efficient and reliable transport of commuters. MMT Ltd. was officially incorporated in 2003. The shareholders include State Insurance Company, National Investment Bank, Ghana Oil Company Limited, Agriculture Development Bank, Prudential Bank and SSNIT. These together have 55% shareholding. The Government of Ghana holds the remaining 45% shares. MMT has about 830 buses plying 360 routes in most part of the country.

1.3 Statement of the Problem

Ghana government has been in the road transport business in the past. Omnibus Services Authority (OSA) and State Transport Company (STC) have both collapsed. Possible causes of their failure include poor management practices, poor maintenance culture, and poor quality of customer service. However, in an attempt to make transportation more accessible and affordable for the generality of Ghanaians, the state has invested a lot of resources in yet another state owned transport company, the MMT. Interestingly, this has come at a time when a lot of individuals, various Chapters of GPRTU and some corporate bodies have invested and are still investing in the sector thereby increasing the level of competition in the sector. To ensure sustainability, survival and long-term profitability, in the mist of this keen competition, management among other things need to evaluate its current customer service quality to identify gaps that must be filled to improve customer satisfaction and loyalty. It is for this reason the study attempts to examine the levels of satisfaction among passengers of MMT in Koforidua.

1.4.1 General Objective

The general objective of the study is to evaluate the Level of passengers' satisfaction of MMT service delivery in Koforidua, Eastern Ghana.

1.4.2 Specific Objectives of the Study are as follows:

- i. To examine the quality of tangibles of MMT.
- ii. To examine the level of reliability of staff in service delivery.
- iii. To examine the level of responsiveness of staff in service delivery
- iv. To examine the level of assurance staff give in service delivery.
- v. To examine the level of empathy of staff towards passengers.
- vi. To find out the level of satisfaction among passengers of MMT.

1.5 Significance of the Study

This paper shall add to the literature available on determinants of passenger satisfaction in the transport sector, especially MMT, other stakeholders such as academia and policy makers.

1.6 Limitations

Because the respondents are passengers which were difficult to organize at any point in time accidental sampling method was used which did not give them equal opportunity to be selected for the study.

2.1 LITERATURE REVIEW

Literature on the topic indicates that, the majority of research suggests that service quality is a vital antecedent to customer satisfaction (Parasuraman *et al.*, 1985; Cronin and Taylor, 1992). There is also evidence to suggest that satisfaction may be a vital antecedent of service quality (Bitner, 1990). Irrespective of which view is taken, the fact remains that the relationship between satisfaction and service quality is strong. Thus, satisfaction affects assessment of service quality and assessment of service quality affects satisfaction (McAlexander *et al.*, 1994). This indicates that both are vital in helping buyers develop their future purchase intentions.

In an empirical study of the relationship between satisfaction and quality, Iacobucci, Ostrom, and Grayson (1995) concluded that the key difference between the two constructs is that *quality* relates to *managerial delivery* of the service while *satisfaction* reflects *customers' experience* with that of service. They also advanced a very important argument that quality improvements that are not based on customer needs will not lead to improved customer satisfaction.

2.2 Customer Service

According to Turban *et al.* (2002), "Customer service is a series of activities designed to enhance the level of customer satisfaction—that is, the feeling that a product or service has met the customer expectation."

2.3 Service Quality: Conceptualization and Operationalization

Quality has been defined differently by different authors. Some prominent definitions include: 'conformance to requirements' (Crosby, 1984), 'fitness for use' (Juran, 1988), or 'one that satisfies the customer' (Eiglier and Langedard, 1987). In the case of Japanese production philosophy, quality implies 'zero defects' in the firm's offerings.

2.4 Uniqueness of Services

Unlike physical products, services have four (4) peculiar characteristics such as *intangibility*, *inseparability*, *inconsistency*, and *inventory*. In view of these characteristics, the approach to the measurement of service quality is different from that of tangible products.

Consequently, Parasuraman, Zeithaml and Berry (1985, 1988) operationalized service quality as a difference between consumer expectations of '*what they want*' and their perceptions of '*what they get*'. Based on this conceptualization and operationalization, they proposed a quality measurement scale called 'SERVQUAL'. The SERVQUAL scale constitutes an important land mark in the service quality literature and has been extensively applied in different service settings.

2.5 Service Quality Dimensions of the SERVQUAL Model

- i. **Tangibles:** Appearance of physical facilities, equipment, personnel, and communication materials.
- ii. **Reliability:** Ability to perform the promised service dependably and accurately.
- iii. **Responsiveness:** Willingness to help customers and provide prompt service.
- iv. **Assurance:** Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- v. **Empathy:** Caring, individualized attention the firm provides its customers.

2.6 The Concept of Customer Satisfaction

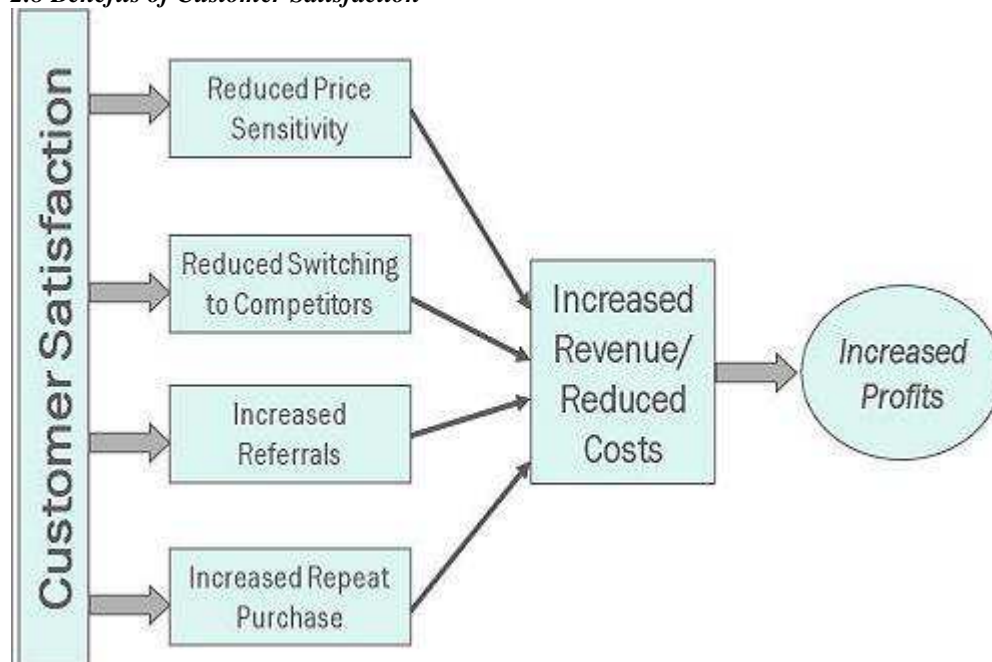
According to Kotler (2006), it is a person's feeling of pleasure or dissatisfaction resulting from comparing a product or service performance (or outcome) in relation to his or her expectations. If the performance falls short of expectations, the customer is dissatisfied. If it matches expectations, the customer is satisfied. If it exceeds expectations, the customer is highly satisfied or delighted. Praveen K. *et al.* (January- February 2006), pp.8-24.

Within organizations, customer satisfaction ratings can have powerful effects. They focus employees on the importance of fulfilling customers' expectations. Furthermore, when these ratings dip, they warn of problems that can affect sales and profitability. When a brand has loyal customers, it gains positive word-of-mouth marketing, which is both free and highly effective. Therefore, it is essential for businesses to effectively manage customer satisfaction. To be able to do this, firms need reliable and representative measures of satisfaction.

2.7 Ways to Measure Customer Satisfaction

- i. Customer Survey
- ii. Understand Expectations
- iii. Find out Where You Are Failing
- iv. Pinpoint Specifics
- v. Assess the Competition

2.8 Benefits of Customer Satisfaction



Source: www.returncustomer.com

2.9 Strategies for increasing Customer Satisfaction

- i. Respond quickly – or at least within a reasonable time frame.
- ii. Ask how your clients would like to be responded to.
- iii. Create a positive website experience.
- iv. Personalize and customize.
- v. Think from the customer's point of view.
- vi. Educate your clients.
- vii. Conduct surveys and track results.

Source: http://Top7Business.com/?expert=Bambang_Haryanto

3.0 METHODOLOGY

3.1 Population of the Study: The target population for study was management of MMT of Koforidua branch and passengers in Koforidua.

3.2 Sample and Sampling Procedure: Because the total number of passengers is unknown, accidental sampling was used to administer 215 questionnaires to passengers. 200 (95%) of the questionnaires were retrieved. 112 of them were males, while 88 were females. They were further categorised into 133 workers and 67 non-workers.

3.3 Procedure for Data Collection: Although the target population was in Koforidua, letter of introduction was sent to the head office of the Company in Accra for permission to collect data on Metro Mass Transport Company Ltd. for the study. Eight weeks were used to administer and retrieve questionnaires from the selected managers and passengers. Secondary data were gathered from the Internet about the MMT's background. Primary data were obtained from management, staff, and passengers using questionnaires, interviews and observation in Koforidua, Eastern Region, Ghana.

3.4 Methods of Data Analysis: Data collected were presented using tables, percentages, pie and bar charts. These simple statistical tools were used to enhance understanding of the data presented.

4.0 FINDINGS AND DISCUSSIONS

4.1 A distribution of how long respondents have patronized MMT

Table 4.1: Shows how long customers have patronized MMT

Duration (years)	Males	(%)	Females	(%)	Frequency	Percentage
Less than a year	11	5.5	7	3.5	18	9
1 to 3 years	68	34	32	16	100	50
4 to 6 years	26	13	44	22	70	35
Above 6 years	7	3.5	5	2.5	12	6
Total	112	56.5	88	43.5	200	100

Source: field survey, July 2012

From Table 4.1, 9% of respondents patronized services of MMT for less than a year. 50% have patronized the services between for 1 to 3 years. 35% have been with the company for 4 to 6 years, and 6% for more than 6 years.

4.2 LEVELS OF PASSENGERS' SATISFACTION WITH MMT SERVICES

The questions were based on the five (5) key determinants of service quality developed by Parasuraman *et al.* (1985) with the SERVQUAL model as follows:

4.2.1 Tangibles (Physical evidence): The appearance and quality of physical facilities such as tools and equipment used to provide the services, appearance of personnel and communication materials that enhance service quality.

Statement: MMT buses are neat.

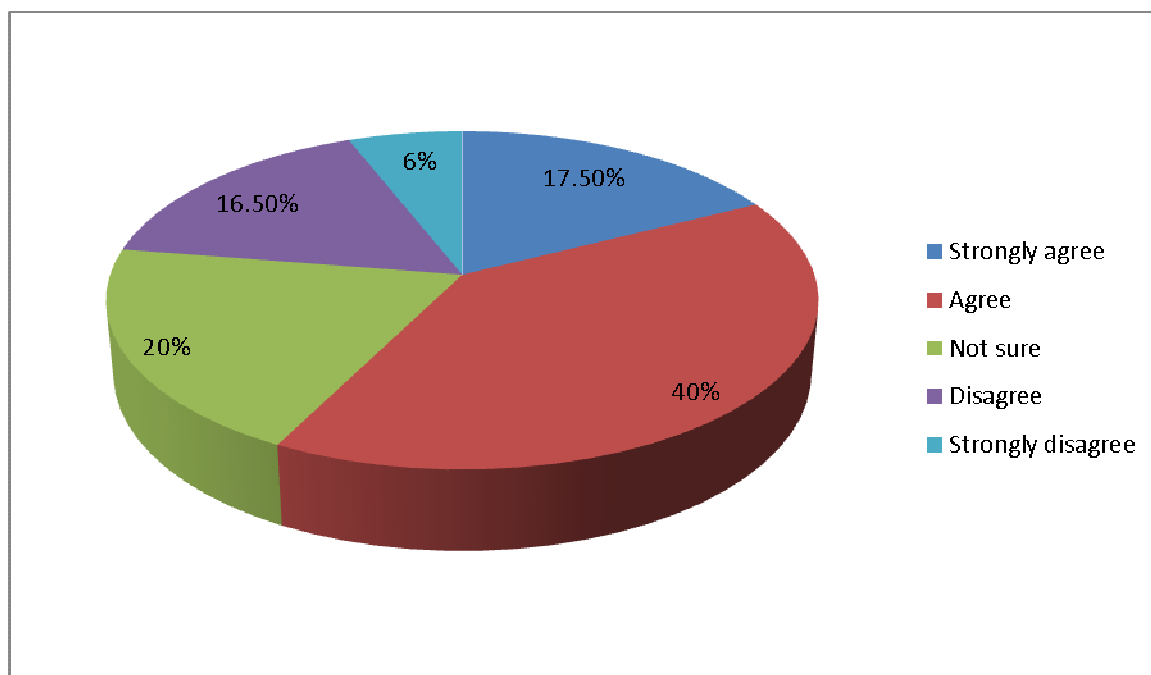
Table 4.2: A distribution showing passengers' opinions on neatness of MMT buses.

Responses	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	18	9	17	8.5	35	17.5
Agree	28	14	52	26	80	40
Not sure	32	16	8	4	40	20
Disagree	29	14.5	4	2	33	16.5
Strongly disagree	5	2.5	7	3.5	12	6
Total	112		88	39.5	200	100

Source: field survey, July 2012

From Table 4.2, 57.5% of the respondents perceive the buses to be neat; meaning that the level of neatness of the buses meets the expectations of 57.5% of the passengers. 20% are not sure; the remaining 22.5% disagree. This reveals that the level of neatness of the buses does not meet the expectations of 42.5% of the passengers. This creates a gap of -42.5% in the level of neatness of the buses that must be bridged.

Figure 4.1: A pie chart showing respondents' opinions on neatness of MMT buses



Source:

field survey, July 2012

Statement: The conductors and drivers are neat.

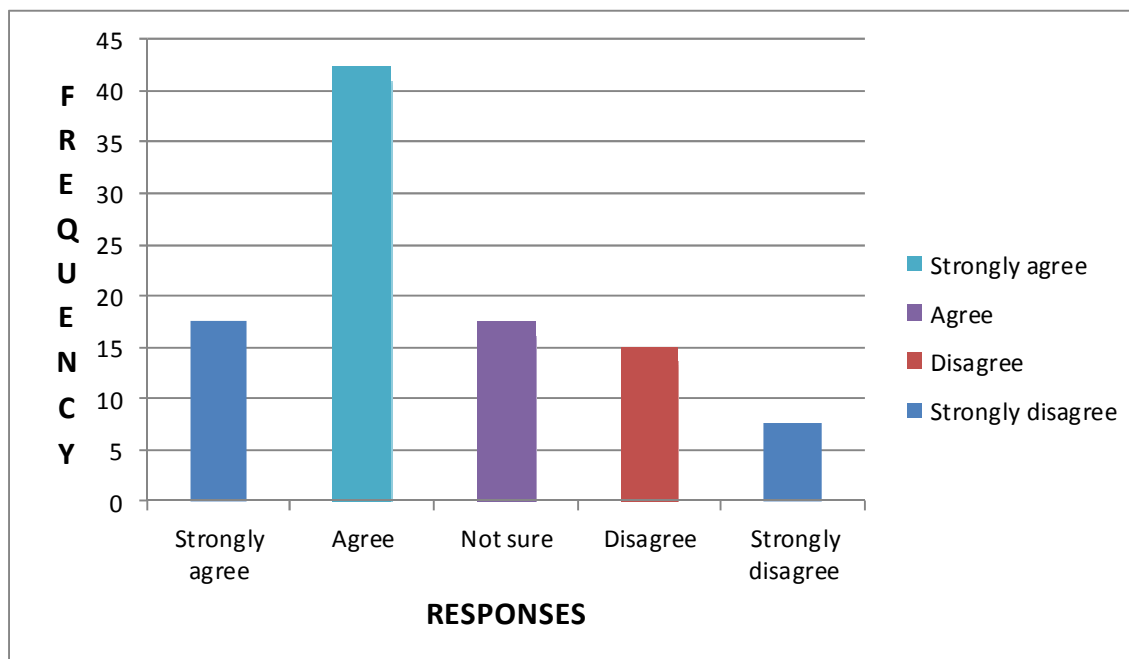
Table 4.3: A distribution showing passengers' opinion on conductors and drivers neatness

Responses	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	5	2.5	30	15	35	17.5
Agree	48	24	37	18.5	85	42.5
Not sure	17	8.5	18	9	35	17.5
Disagree	27	13.5	3	1.5	30	15
Strongly disagree	15	7.5	0	0	15	7.5
Total	112	56	88	44	200	100

Source: Field survey, July 2012

Table 4.3 indicates that 60% of the passengers agree that conductors and drivers are neat. This indicates that conductors and drivers' level of neatness meets the expectations of 60% of the passengers. However, 22.5% disagree and remaining 17.5% are indifferent. This shows that about 40% of the passengers perceive conductors and drivers' level of neatness as below expectation. This creates a gap of -40% in the conductors and drivers' level of neatness that must be bridged.

Figure 4.2: A bar chart showing passengers’ opinions on whether the conductors and drivers are neat.



Source: field survey, July 2012

4.2.2 Responses on Reliability: This is the ability to perform the promised service consistently and dependability, performing the service right at the first time, keeping its promises, accuracy in billing and keeping records correctly.

Statement: MMT buses are reliable to travel on.

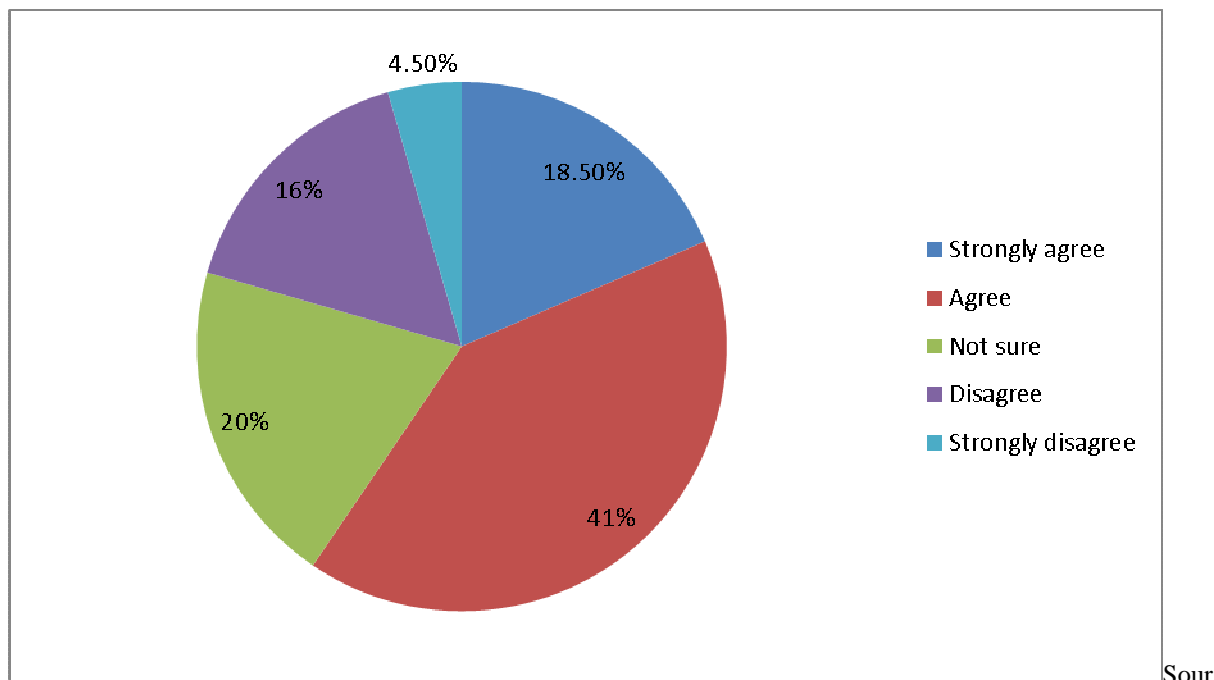
Table 4.4: A distribution showing passengers’ opinions on whether the buses are reliable

Responses	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	12	6	25	12.5	37	18.5
Agree	38	19	44	22	82	41
Not sure	26	13	14	7	40	20
Disagree	27	13.5	5	2.5	32	16
Strongly disagree	9	4.5	0	0	9	4.5
Total	112	56	88	44	200	100

Source: field survey, July 2012

Table 4.4 indicates that 59.5% of the passengers agree that MMT buses are reliable. This shows that in terms of reliability of the buses, MMT buses meet service quality expectations of 59.5% of the passengers. 21% disagree. 20% of them are not sure. In other words, MMT buses do not meet service quality expectations of 40.5% of the passengers in terms of reliability of the buses. This creates a gap of -40.5% in the level of reliability of the buses that must be bridged.

Figure 4.2: A pie chart showing respondents' opinions on whether MMT buses are reliable



Source: field survey, July 2012

4.2.3 Responses on Responsiveness of MMT Staff: This is the willingness of employees to help passengers and to provide prompt service.

Statement: Staff are always willing to help passengers in times of difficulties.

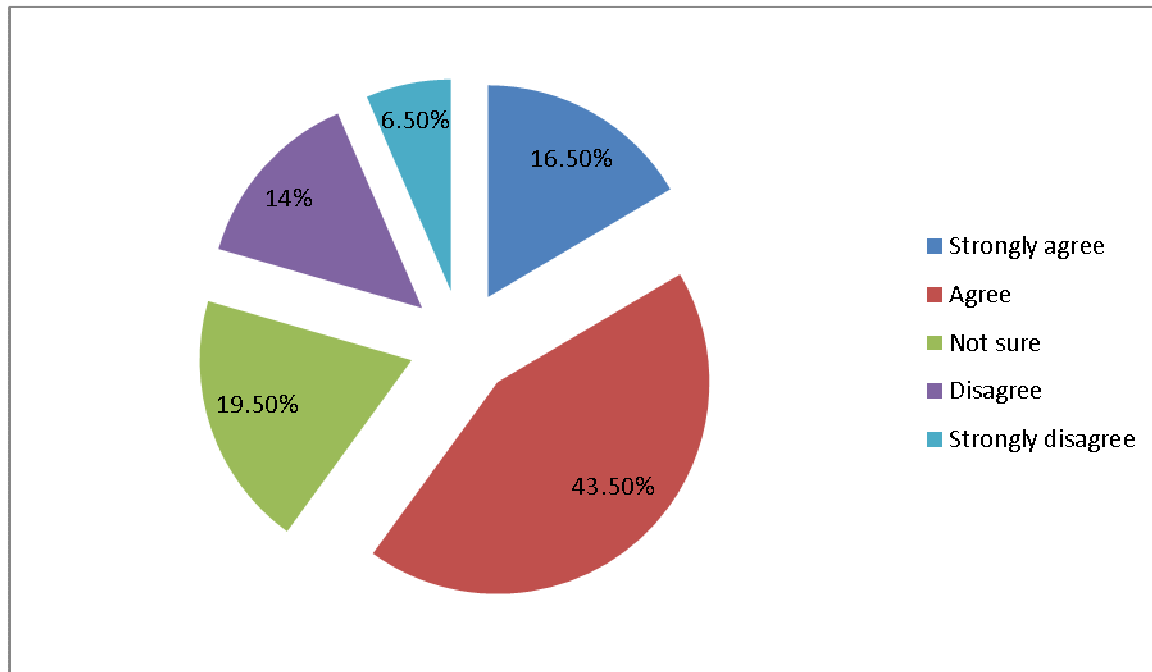
Table 4.5: A distribution showing passengers' opinions on whether staff are always willing to help passengers in times of difficulties.

Responses	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	10	5	23	11.5	33	16.5
Agree	47	23.5	40	20	87	43.5
Not sure	21	10.5	18	9	39	19.5
Disagree	21	10.5	7	3.5	28	14
Strongly disagree	13	6.5	0	0	13	6.5
Total	112	56	88	44	200	100

Source: field survey, July 2012

Table 4.5 shows that 60% of the respondents think that staff are always willing to help passengers in times of difficulties. This indicates that staff of MMT meet the service quality expectations of 60% of the passengers in terms of willingness to help passengers in times of difficulties. In contrast, 19.5% are not sure the staff do or not and 20.5% disagree, meaning that about 40% of the passengers perceive MMT staff's willingness to help passengers in times of difficulties as below expectations. This creates a gap of -40% in the level of staff's willingness to help passengers in times of difficulties that must be bridged.

Figure 4.3: A pie chart showing whether staff are always willing to help passengers in times of difficulties.



Source: field survey, July 2012

Statement: Staff are aware of their responsibility to passengers.

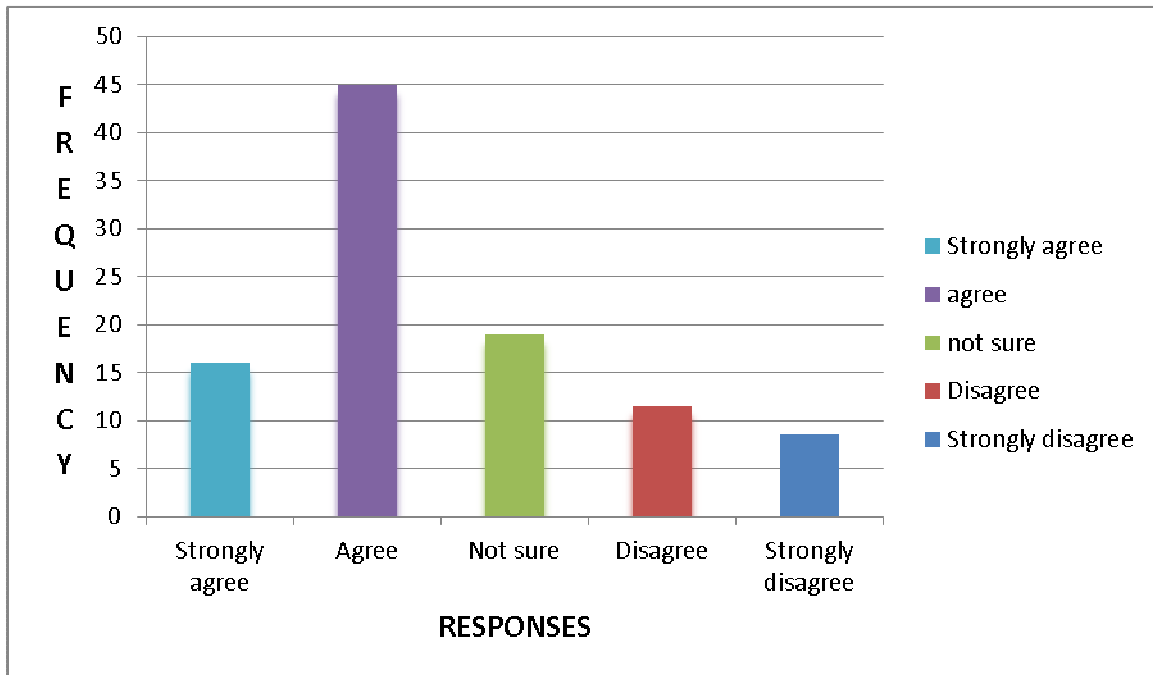
Table 4.6: A distribution of passengers' opinions on whether staff are aware of their responsibility to passengers.

Responses	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	11	5.5	21	10.5	32	16
Agree	48	24	42	21	90	45
Not sure	21	10.5	17	8.5	38	19
Disagree	19	9.5	4	2	27	11.5
Strongly disagree	13	6.5	4	2	13	8.5
Total	112	56	88	44	200	100

Source: field survey, July 2012

Table 4.6 indicates that 61% of the respondents think that the staff are aware of their responsibility to passengers. This indicates that staff of MMT meet the service quality expectations of 61% of the passengers in terms of level of staff awareness of their responsibility to passengers. 19% are not sure. 20% disagree. In other words, staff of MMT do not meet the service quality expectations of 39% of the passengers in terms of staff awareness of their responsibility to passengers. This creates a gap of -39% in passengers' perception of staff level of awareness of their responsibility to passengers that must be bridged.

Figure 4.3: A bar chart indicating whether staff are aware of their responsibility



Source: field survey, July 2012

4.2.4 Responses on Assurance: Assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence. Competence, thus the possession of requires skills knowledge to perform the service.

Statement: You have confidence in the staff of MMT

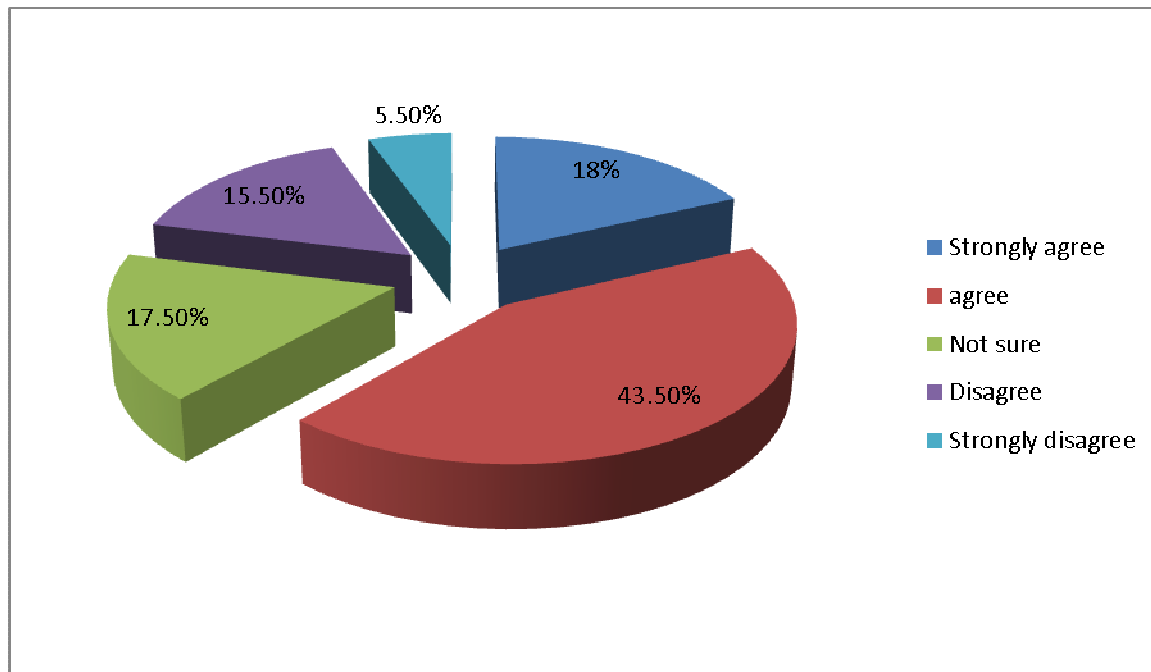
Table 4.7: A distribution showing passengers' opinion on whether passengers have confidence in the staff of MMT

Response	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	23	11.5	13	6.5	36	18
Agree	41	20.5	46	23	87	43.5
Not sure	14	7	21	10.5	35	17.5
Disagree	28	14	3	1.5	31	15.5
Strongly disagree	6	3	5	2.5	11	5.5
Total	112	56	88	44	200	100

Source: field survey, July 2012

Table 4.7 shows that 61.5% of the passengers have confidence in the staff of MMT. This implies that staff of MMT meet the service quality expectations of 61.5% of the passengers in terms of the level of confidence passengers have in staff. Yet, 17.5% of them are not sure whether they have confidence in the staff; 21% of them totally disagree. This means that staff do not meet the service quality expectations of 38.5% of the passengers in terms of the level of confidence passengers have in staff. This creates a gap of -38.5% in passengers' perception of passengers' level of confidence in MMT staff that must be bridged.

Figure 4.4: A pie chart showing whether passengers have confidence in the staff of MMT



Source: field survey, July 2012

4.2.5 Responses on Empathy: Empathy is the provision of curing, individualize attention to passengers.

Statement: Staff are caring.

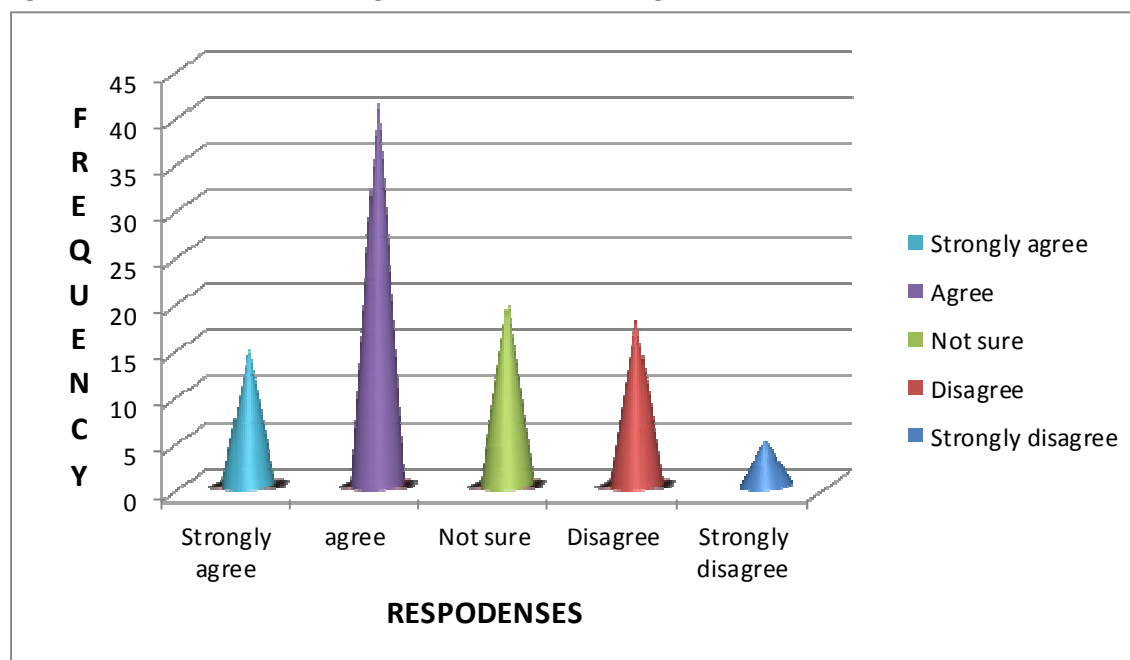
Table 4.8: A distribution indicating whether staff are caring to passengers.

Response	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	6	3	24	12	30	15
Agree	48	24	36	18	84	42
Not sure	25	12.5	15	7.5	40	20
Disagree	26	13	10	5	36	18
Strongly agree	7	3.5	3	1.5	10	5
Total	112	56	88	44	200	100

Source: field survey, July 2012

Table 4.8 above indicates that 57% of the passengers agree that staff of MMT are caring. This implies that staff of MMT meet the service quality expectations of 57% of the passengers in terms of the level of personal care passengers receive from staff. However, 20% are not sure of it; 23% disagree. This implies that staff of MMT do not meet the service quality expectations of 43% of the passengers in terms of the quality of care passengers receive from staff. This creates a gap of -43% in passengers' perception of the quality of care passengers receive from staff that must be bridged.

Figure 4.4: A bar chart indicating whether staff are caring



Source: field survey, July 2012

A summary of responses from interviews conducted among staff and management

Table 4.9: Gender distribution of MMT staff and management, Koforidua Branch

Classification	Males	(%)	Females	(%)	Frequency	Percentage
Management	3	30	0	0	3	30
Staff	5	50	2	20	7	70
Total	8	80	2	20	10	100

Source: field survey, July 2012

From Table 4.9 above, three questionnaires were administered to management, representing 30%, all of whom were male. Seven were administered to staff, representing 70%, of which 20% were females and 50% were males.

Statement: MMT buses are weak.

Table 4.10: A distribution of management's opinion on whether MMT buses were weak

Responses	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	0	0	0	0	0	0
Agree	0	0	0	0	0	0
Not sure	0	0	0	0	0	0
Disagree	5	50	2	20	7	70
Strongly disagree	3	30	0	0	3	30
Total	8	80	2	20	10	100

Source: field survey, July 2012

From Table 10 above, none of the management and staff indicated that the buses were weak. This contradicts the observations made by the researchers and responses from the passengers on the conditions of the buses. Compare Tables 4.4 and 4.10. This indicates that it is not enough to rely on management information only when evaluation customer service quality because it could be misleading.

Statement: MMT management and staff are aware of their responsibilities.

Table 4.11: A distribution showing management and staff's opinion on whether they are aware of their responsibilities to passengers.

Responses	Males	(%)	Females	(%)	Frequency	Percentage
Strongly agree	3	30	1	10	4	40
Agree	5	50	1	10	6	60
Not sure	0	0	0	0	0	0
Disagree	0	0	0	0	0	0
Strongly disagree	0	0	0	0	0	0
Total	8	80	2	20	10	100

Source: field survey, 2012

Table 4.11 above indicates that 40% of the management and staff strongly agree that MMT is aware of their responsibilities. 60% of them agree that they are aware of their responsibilities. None of management and staff disagrees. This contradicts the passengers' response where 19% are not sure that the staff is aware of their responsibility, while the remaining 20% of the passengers disagree that the staff are aware of their responsibility. Compare Tables 4.6 and 4.11. This indicates that it is not enough to rely on management information only when evaluation customer service quality because it could be misleading. Their responses therefore suggest no service quality gaps that must be bridged.

Passengers' Ratings of MMTs' Overall Service Quality

Table 4.12: A distribution of respondents' overall rating of service quality of MMT

Response	Males	(%)	Females	(%)	Frequency	Percentage
Very high	3	1.5	7	3.5	10	5
High	28	14	22	11	50	25
Average	63	31.5	52	26	115	57.5
Poor	18	9	7	3.5	25	12.5
Total	112	56	88	44	200	100

Source: field survey, July 2012

From Table 4.12, 5% of the respondents rate the company's overall customer service quality as very high, 25% rate it as high, 57.5% rate it as average, and 12.5% rate it as poor. This indicates that MMT's overall customer service quality exceeds the expectations of only 30% of the passengers. What this implies is that only 30% of the passengers are delighted and would remain loyal to MMT, all things being equal. 57.5% of the passengers are only averagely satisfied. Consumer behaviour implications of this is that about 60% of the passengers could very easily switch to other competing transport service providers in the very keenly competitive sector because they have no reason(s) to remain loyal to MMT; while 12.5% are already dissatisfied and would switch at any time to a better alternative transport service provider in the sector. Overall, service quality delivered by MMT could be rated as mediocre. This is not good enough to make passengers loyal and advocates of MMT. See Figure 4.5 below:

Figure 4.5: A bar chart showing passengers' overall rating of MMTs' service quality



Source:

field survey, July 2012

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The purpose of the research was to examine the level of passengers' satisfaction of MMT service quality in Koforidua. Parasuraman *et al.* (1985) model of service quality dimensions was used as the conceptual framework for the study. In view of this, the study examined the quality of *tangibles*, the level of *reliability of staff* in service delivery, the level of *responsiveness of staff* in service delivery, the level of *assurance staff* give passengers, and the level of *empathy of staff* towards passengers in service delivery. Questionnaires, interviews, and observations were used to gather data from 200 passengers, comprising 112 males and 88 females. Also, seven junior and three management staff were interviewed to compliment questionnaires administered to them.

From the findings, the following conclusions were drawn:

- About 60% of the passengers were satisfied because the service quality expectations of about 60% of the respondents were met in term of the five key service quality dimensions: *tangibles (physical evidence)*, *reliability*, *responsiveness*, *assurance* and *empathy* (Parasuraman *et al.*, 1985). Most passengers in this category would generally remain loyal to the company.
- 20% of them passengers were indifferent on the service quality dimensions because about 20% of the respondents were not sure whether the service quality met their expectations.
- Another 20% of the passengers are not satisfied because 20% of the respondents indicated that the service quality did not meet their expectations. This indicates that a significant number (about 40%) of the respondents (passengers) dissatisfied with the service quality of MMT in Koforidua. Most passengers in this category will not remain loyal to the company and will easily switch to other transport service providers in the industry.
- The study also revealed that researchers should not rely on management and staff for data for evaluating customers' levels of satisfaction because they will give responses to save face as indicated in Tables 4.10 and 4.11 compared to Table 4.4.
- Overall, 20% of the passengers rated service quality delivery as *high*; 57.5% rated it as *average*; 12.5% rated it as *poor*. As pointed out in Table 4.12, consumer behaviour implications of this situation is that about 60% of the passengers could very easily switch to other competing transport service providers in the very keenly competitive sector because MMT has not given them any reason(s) to remain loyal to

the company. 12.5% are already dissatisfied and would switch at any time to a better alternative transport service provider in the sector. Overall, service quality delivered by MMT could be rated as mediocre. It must always be remembered that mediocre customer service quality delivery does not create loyal and advocate customers

5.2 Recommendations

From the conclusions drawn, the following recommendations have been made to improve customers' satisfaction of MMT service delivery in Koforidua to ensure long-term competitiveness, sustainability and survival in this very competitive sector.

- Although the (60%) of the passengers rated the quality of tangibility high, there is the need for significant improvement in the ambiance and comfort of both the buses and terminal in order to prevent dissatisfied customers from switching.
- Staff level of reliability in service delivery is high. They need to keep it up and still improve upon it because customers' expectations keep on changing.
- Management and Staff of MMT should communicate more effectively with customers about their routes and time schedules, especially when schedules are cancelled.
- About 43% of the customers were dissatisfied with assurance, therefore management should conduct marketing research to gather feedbacks from customers on how best to reduce this gap.
- Though, the performance of staff on empathy was encouraging, attempt should still be made to increase the level of care and attention given to customers to make them more loyal.
- That management of MMT should provide mini-buses to minimize the long waiting time. Comfortable seats and air conditioners should be provided in the minibuses that are meant for long distances. Once all this is done, service quality which is antecedent of customer satisfaction will improve thereby improving customer satisfaction which is antecedent of customer loyalty which in turn is antecedent of customer advocacy.

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