

**ANALYSIS OF QUALITY SERVICE FACTORS AND  
PASSENGERS' SATISFACTION AT BUS TERMINALS IN  
DAR ES SALAAM AND MOROGORO REGIONS, TANZANIA**

**By**

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**A Thesis Submitted in Fulfilment of the Requirements for Award of  
the Degree of Doctor of Philosophy of Mzumbe University**

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## CERTIFICATION

We, undersigned, certify that we have read and hereby recommended for acceptance by the Mzumbe University, a thesis entitled **Analysis of Quality Service Factors and Passengers' Satisfaction at Bus terminals in Dar es Salaam and Morogoro Regions - Tanzania**, in fulfilment of the requirements for award of the degree of Doctor of Philosophy of Mzumbe University.

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## **ABBREVIATIONS AND ACRONYMS**

|        |                                                    |
|--------|----------------------------------------------------|
| Ag     | - Agree                                            |
| AIDS   | -Acquired Immune-Deficiency Syndrome               |
| BOT    | - Build Operate and Transfer                       |
| BRT    | - Bus Rapid Transit                                |
| CBD    | - Central Business District                        |
| DA     | - Disagree                                         |
| DART   | -Dar es Salaam Bus Rapid Transit                   |
| DCC    | - Dar es Salaam City Council                       |
| DMT    | - Dar es Salaam Motor Transport                    |
| DRC    | - Democratic Republic of Congo                     |
| DRTLA  | - Dar es Salaam Transport Licensing Authority      |
| DWA    | - Data Works Associate Limited                     |
| FPAM   | - Faculty of Public Administration and Management  |
| HIV    | - Human Immunodeficiency Virus                     |
| HQ     | - Head Quarters                                    |
| ISO    | - International Standards Organization             |
| ISTEA  | - Intermodal Surface Transportation Efficiency Act |
| JICA   | - Japan International Cooperation Agency           |
| KAMATA | - Kampuni ya Mabasi ya Taifa                       |
| MBT    | - Msamvu Bus Terminal                              |
| NB     | - National Bus Service                             |
| NIT    | - National Institute of Transport                  |
| NMT    | - Non-Motorized Transport                          |
| NTC    | - National Transport Corporation                   |
| PhD    | - Doctor of Philosophy                             |
| PPP    | - Public Private Partnerships                      |
| PSRC   | - Parastatal Sector Reform Commission.             |
| SA     | - Strongly Agree                                   |
| SD     | - Strongly Disagree                                |

|          |                                                         |
|----------|---------------------------------------------------------|
| SPSS     | - Statistical Package for Social Science                |
| SUA      | - Sokoine University of Agriculture                     |
| SUMATRA  | - Surface and Marine Transport Regulatory Authority     |
| SWOT     | - Strength, Weakness, Opportunity and Threat            |
| TANROADS | - Tanzania Roads Agency                                 |
| TAZARA   | - Tanzania-Zambia Railways                              |
| TRL      | - Tanzania Railway Limited                              |
| TSV      | - Total Score Value                                     |
| UBT      | - Ubungo Bus Terminal                                   |
| UCLAS    | - University College of Lands and Architectural Studies |
| UDA      | - Shirika la Usafiri Dar es Salaam                      |
| UDSM     | - University of Dar es Salaam                           |
| UK       | - United Kingdom                                        |
| Unc      | - Uncertain                                             |
| URT      | - United Republic of Tanzania                           |
| UTC      | - Uganda Transport Company                              |
| UTODA    | - Uganda Taxi Operators and Drivers Association         |
| UTOS     | - United Transport Overseas Services                    |

## **ABSTRACT**

This research was conducted in Dar es Salaam city at Ubungo bus terminal (UBT) and in Morogoro municipality at Msamvu bus terminal (MBT). The main objective of the research was to analyse relationship between quality of services as measured by reliability, responsiveness, assurance, empathy, and conduciveness of materials on the one hand and passengers' satisfaction at bus terminals in Tanzania, on the other.

This research focused on passengers at bus terminals who were thought to be forgotten in the sense that there exist low standard terminal services for them. Literature review focuses on key concepts, service quality and diverse service quality models including servqual, servperf, servscape and servuction.

A case study design was adopted, with a sample of one hundred and thirty one (131) respondents. Primary and secondary data collected were tested and found to be fit, reliable and valid for making meaningful interpretation. Furthermore, the result indicated that multi-methodology approach was appropriate in gathering information.

The research findings were based on all Total Score Value (TSV) results at Ubungo and Msamvu bus terminals which indicate unfavourable opinions and the association of all attributes were at 0.05 and 0.01 significant levels.

The study came up with the conclusion that the understanding of quality management for vehicle operation has a significant influence on standard of service at the bus terminals. As such, form of operators licensing should be appropriate to ensure that operators of public transport services meet specified standards of competence and integrity to enhance customers' satisfaction at bus terminals.

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## **CHAPTER ONE**

### **RESEARCH PROBLEM SETTING**

#### **1.0 Introduction**

This chapter provides an overview of the study. Specifically, the chapter focuses on the Background information; Statement of the problem; Objectives of the study; Significance of the study; Definition of key terms and concepts and the Structure of the Thesis.

#### **1.1 Background information**

Despite government efforts of making policies aimed at addressing challenges of transport services in urban areas in terms of customer safety, comfort and adequacy, the quality of service at bus terminals is still poor (Pilot study, 2007). For instance, according to The Citizen Newspaper, "...it has become a culture that fares, for example, had been shooting up partly because touts had been selling tickets to travellers at higher prices than the official ones" (Magamba, 2006). In reality, the situation at Ubungu bus terminal (UBT) in Dar es Salaam city and Msamvu bus terminal (MBT) in Morogoro municipality is very chaotic because of the inflated fares which turn to be "the order of the day". Dishonest bus owners and their agents use intermediaries who buy tickets in bulk, and eventually sell them to prospective passengers at very high prices, sometimes double the official fixed prices (Pilot study, 2007). It is also common to see passengers of the same routes travelling in the same bus paying fare at different rates. For instance, it was observed that one passenger had paid 25,000 Tanzanian Shillings (T.Sh) for a non luxury bus while a passenger seating next to him paid only 15,000 T.Sh and others even less (Pilot study, 2007).

In view of the worsening situation at one point, 19 touts were reported to have been arrested and court charges filed against them by Surface and Marine Transport Regulatory Authority (SUMATRA). This move was aimed at addressing

unlawful behaviour which was common at UBT (Mziray, 2006). In addition, Police and SUMATRA launched a crackdown at UBT in Dar es Salaam to book dishonest upcountry bus operators who take advantage of increasing demand of transport services during end of year public holidays such as Christmas and New Year holidays to increase bus fares (Mziray, 2006).

At one time, public transport service was suspended for five hours on 14<sup>th</sup> August 2009 in Dar es Salaam when about 350 upcountry bus drivers at UBT laid down their tools in protest against imprisonment of their colleague in Tabora for traffic offences (Magamba, 2006). Hundreds of early morning passengers were left stranded as the angry drivers demanded to meet the Prime Minister before going back to work (Magamba, 2006).

Similarly, an incidence was reported from MBT where 8 millions T.sh. was stolen by the taxi driver from a passenger, who was travelling up country (Mziray, 2006). Another reported incident regarding safety condition at MBT involved a passenger who was travelling from MBT to Kilosa district. The passenger lodged a complaint to the effect that her properties were stolen by people who masqueraded as touts. On November 2<sup>nd</sup> at about 8.00 am, the passenger arrived at MBT and bought a bus ticket for Kilosa from a tout. She said that when she was boarding the bus, she handed her bag to a person who said he was a tout belonging to the bus and indeed, he was wearing a T-shirt of the bus. When she took her seat and asked for her bag, it was nowhere to be found. The bag had all her clothes and 30,000 T.sh in cash ([http://www.the\\_xpress.com/express.363/news/news2.htm](http://www.the_xpress.com/express.363/news/news2.htm)).

In addition to reported incidences, service facilities at bus terminals seem either unreliable or non-existent and most of them are uncoordinated (Pilot study, 2007). Yet, these Bus terminals contribute to economic growth and facilitate transit, intra- and inter-urban trade linking Dar es Salaam and Morogoro regions with other regions in the country. Morogoro road provides an important link of market centres between Dar es Salaam, Coast and Morogoro regions. Thus the road

facilitates movement of goods and people hence boosting production and marketing of products. The same road can hardly cope with a rapid increase in traffic volumes due to insufficient road capacities causing very high road traffic density especially in the Central Business District (CBD) areas (United Republic of Tanzania [URT], 2003).

Urban public transport services in Dar es Salaam city dates as far back as 1949 when privately owned company, Dar es Salaam Motor Transport (DMT) started providing road passenger transport services in Tanganyika particularly in Dar es Salaam, Morogoro and in inter-regional passenger transport services. Urban public transport services that were provided by DMT to Dar es Salaam residents were limited to the planned and maintained urban roads that were concentrated within the central part of the City (University College of Lands and Architectural Studies [UCLAS], 2002). DMT was nationalised in 1970s but retained its name and operated under the management of the National Transport Corporation (NTC). Later on in 1974, DMT was split into semi-autonomous transport companies, namely, *Shirika la Usafiri Dar es Salaam* (UDA) and National Bus Service (NBS) commonly known as *Kampuni ya Mabasi ya Taifa* (KAMATA) (*Shirika la Usafiri Dar es Salaam* [UDA], 1999). While UDA was charged with the responsibility of providing urban public transport in Dar es Salaam, KAMATA had the responsibility of providing inter-regional passenger transport services throughout Tanzania mainland (UDA, 1999). Both companies were intended to make public transport service affordable to the poor, although there were no policies which were reflecting quality, adequacy and appropriateness on the provision of transit and inter-urban road passenger transport services. This fact was noted during researcher's Pilot study (2007) at Gerezani, Kisutu, Mnazimmoja and Kariakooo bus terminals in Dar es Salaam city and Morogoro main bus station, Sokoni and Masika terminals in Morogoro municipality. These different locations of bus terminals posed a challenge to urban leaders as well as City fathers in terms of managing and controlling quality of services.

## **1.2 Statement of the research problem**

An efficient transport system is necessary to promote socio-economic development of any country. In Tanzania, the Ministry of Infrastructure Development is responsible for setting transport policy whereas Surface and Marine Transport Regulatory Authority (SUMATRA) is responsible for establishing standards for regulating transport services, rates/charges, and instituting and reinforcing rules and facilitating resolution of complaints as well as disputes.

Despite the existence of the Ministry responsible for transportation as well as a regulatory authority, there are widespread complaints from bus terminal users regarding the quality of services within the bus terminals. This is due to a decrease of reliability, lack of coordination and consistency of bus terminal facility services. Furthermore, even the procedures of reviewing transport policy regarding transit and inter-urban transport services at bus terminals are not very clear. So are the factors that trigger decision-making aspects. As such, passengers at bus terminals in Tanzania, very specifically Ubungu and Msamvu are quite forgotten in the sense that there exists no formal passengers transport services in these bus terminals. In most cases, travellers do not easily grasp on what intentions of these bus terminal services are. As a matter of fact, most of these passengers suffer from being tired, unnecessary delays, discomfort and lack of security from booking to departure times and from arrival to exit times. Since there is limited research on the working conditions of service providers at bus terminals in Tanzania, the reasons for passengers' dissatisfaction have not been explored in detail.

Therefore, this research aimed at analysing the factors which affect services at two bus terminals in Tanzania, namely, Ubungu in Dar es Salaam city and Msamvu in Morogoro municipality. The main purpose of the study was to determine the extent of customers' satisfaction and the challenges encountered by the government and other relevant authorities in regulating and monitoring of service provision at these bus terminals. Ultimately, the study aimed at developing a model which would

offer the best practical solutions to problems of quality of services at bus terminals in Tanzania.

### **1.3 Research objectives**

#### **1.3.1 The main objective**

The main objective of the research was to analyse the relationship between quality of services factors at bus terminals in Tanzania as measured by reliability, responsiveness, assurance, empathy and tangibles and road passengers' satisfaction.

From this objective, critical factors which affect quality of services were analysed and quality of services improvement model which could be used at these bus terminals was eventually developed. These quality factors are indicated in sections 2.1.6.1 as five dimensions (gaps) of service quality.

#### **1.3.2 The specific objectives**

In order to accomplish the general objective, the study focused on the following specific objectives:

- (i) To analyse the relationship between reliability, responsiveness, assurance, empathy and tangibles and passengers' satisfaction in bus terminal services.
- (ii) To analyse the relationship between service regulations and passengers' satisfaction in bus terminal services.
- (ii) To analyse the relationship between policy making and passengers' satisfaction in bus terminals services.

### **1.4 Significance of the study**

Very little, if any, research had been done on the analysis of service quality in the transport sector in Tanzania. For that matter, this study has an empirical significance in addressing the existing gap of knowledge with regard to the context

of a developing country. Apart from empirical significance, this study also dwells on cost implications for the companies managing the bus terminals that are to see whether or not spending on quality related matters would benefit the firms in terms of profit making through investing on customer care.

Of particular importance in this study, is the analysis of the level of quality of services together with the establishment of the ability and willingness of different market segments of bus terminal users in paying for the expected service. This analysis can serve as an input to transport service providers, regulators and policy makers in making socio-economic decisions with greater confidence and certainty. The study would also help to provide advice to transport service providers aimed at improving quality of service at bus terminals in Tanzania.

### 1.5 Definition of key terms and concepts

This study realised that, it was important to get familiarised with the following key terms and concepts:

**Bus terminal:** - This is the farthest point to which a route extends. A route has a starting point and a destination point collectively called bus terminals. It is a place where interchange and other facilities are made available (Hussain, 1990). According to Hussain (1980), a bus terminal is a place where buses end or start commercial operations or routes. In the context of urban transport, it is a central place where a large number of town routes terminate or radiate and thus, serving as an inter-change point for every short while. If traffic is heavy, certain amenities are provided. Bell, Bowen, and Fawcett (1984) describe the bus stop as the end of a suburban bus route, where the vehicle turns simply because there is no further continuation of route. However, Bell and colleagues (1984) reserve the term terminal to describe some kind of infrastructure where traffic, whether passenger or goods, has access to vehicles or can be interchanged between different vehicles or even different modes of transport; or can be consolidated into economically sized loads for the same destination. Often more than one “way” or type of a

“way” will be accessible at a terminal, allowing interchange of traffic between vehicles or even between different modes of transport. Hussain (1984) further states that there was no difference where the terminals are located – whether they are at intermediate points, or at junctions or at the ends.

**Inter-urban passengers:** - These are passengers travelling between one City or town and another; usually on a fixed route and a fixed schedule by certificated carriers. In this study, inter-urban passengers refer to passengers travelling from Arusha to Dar es Salaam, Dodoma to Morogoro, Tanga to Morogoro, Iringa to Dar es Salaam, Singida to Morogoro, Morogoro to Dar es Salaam and vice versa.

**Public transport service:** - This encompasses transport services on regular basis using vehicles that transport more than one person over a predetermined route, or routes from one fixed point to another. Routes and schedules may be predetermined by the operator or may be determined through a cooperative arrangement.

**Terminal facilities:** - These include Booking Offices; Enquiries help desks, Waiting rooms, Telephone booths, Toilets and Canteens, Public Address Systems, Loading/Unloading bays, Customs and Security facilities.

**Transit passengers:** - In this research, transit passengers refer to passengers passing through the country's (Tanzania) bus terminals to their destinations. For instance, transit road passengers passing through from Nairobi – Kenya, Kampala – Uganda, Kigali-Rwanda, Bujumbura-Burundi and Lusaka – Zambia.

**Transport service provider(s):**- This is an individual bus operator or association, involved in activities like waiting for vehicles, controlling arrival and departure of vehicles, controlling passengers boarding and alighting from vehicles, dispatching of vehicles, booking for tickets, handling of luggage, taking care of passenger's security and administration.

**Transport service regulator(s):-** These are non-governmental bodies, which play roles in the regulation and control of road transport services.

**Transport policy maker(s):-** According to this study, policy makers are central and local government officials who develop objectives designed to guide the thinking, decisions and actions of managers and their subordinates in implementing the transport sector strategies. These include officers from the Ministry of Infrastructure Development (HQ), Dar es Salaam city (HQ) and Morogoro municipality (HQ).

**Service quality:** - According to this study, service quality is the gap between passenger expectations and the actual perceived service that lead to passenger's satisfaction on bus terminal services.

## **1.6 Organization of the thesis**

The thesis constitutes six main chapters. Chapter One provides background information to the problem followed by the statement of the problem which highlights why and how the problem was selected and its significance. The chapter also presents research objectives, study significance and the definition of key terms.

Chapter Two presents literature review covering relevant background knowledge for the study including the concept of quality service, planning and developing service and quality. Also outlined in the chapter are service quality theory and empirical studies, and this is followed by the synthesis. A link on the constructs was established, which was summarised in the conceptual framework that guided the study. Lastly, the chapter focus on the research hypothesis.

Chapter Three presents research methodology. This is where the overall typology of the research and the data collection methods are described. Specifically, the chapter describes the steps taken on data gathering and the way the data were used

to address the research questions and hypothesis of the study. The chapter also presents the research design, area of the study, study population, sample size and sampling techniques employed. The data collection methods used to generate primary and secondary data are also discussed in this chapter. The chapter discusses how the data were managed after been collected. Lastly the chapter outlines the data validity, data reliability, and data editing, coding and analysis methods.

Chapter Four presents research findings. It constitutes two parts; Part One presents hypothesis testing. This part is also important because it makes an assessment of the findings of the empirical investigation regarding the working conditions of bus terminal service providers/agents. Part Two focuses on qualitative findings. This part presents the transport characteristics of Dar es Salaam city and Morogoro municipality. This part helps to relate the quality of services at bus terminals and road network in these regions. It also makes the assessment of transport regulations and policy issues.

Chapter Five presents discussions of the research findings and the observed patterns. It presents the principles, relationship and generalisations shown by the results and it gives an upper level analysis of the study findings. It shows how results and interpretations agree or contrast with previously published works.

Chapter Six presents the summary, conclusion, policy implication of the study, limitations and suggestions for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.0 Introduction**

This chapter reviews previous studies on the topic under study. In this respect, it provides a summary of the current state of knowledge in the area of investigation. It also provides research gaps and how the present study sought to fill in the existing gaps. The chapter is divided into three parts. The first part is theoretical literature, the second part is empirical literature and the third part is theoretical framework and research model.

#### **2.1 Theoretical literature**

##### **2.1.1 Service**

Service is as old as the transactions and interactions between people and has been studied since the 1890s, when socialist examined service customer and service personnel in department stores through participation and observation (Pieters & Botschen, 1999). The term “Service” is difficult to define because invariably services are marketed in conjunction with tangible goods. Services require supporting goods and goods require supporting services.

According to Stanton (1981), services are those separately identifiable, essentially intangible activities that provide want satisfaction and that are not necessarily tied to the sale of a product or another service. To provide a service may or may not require the use of tangible goods. However, when such use is required, there is no transfer of the title (component ownership) to those tangible goods. In every service organisation, services are intangible, inseparable, heterogeneous and perishable, fluctuate in demand and vary in quality. It is the value of these services that determine the volume of purchases (Stanton, 1981). Astroff and Abbey (1998) define a service as the repeat of visits by the convention consumers to the facility, i.e. bus terminals, as the reward for good service. Kotler (2000 in

Lamb *et al.* 2004) elaborate on the definition and adds that services are needs or performances that one part offers to the other or the efforts that cannot be physically possessed. Therefore, service marketing is one of the sub-disciplines of marketing. Kotler (2001) defines services as any act of performance that one party can offer to another that is essentially intangible and does not result in ownership of anything. Its production may or may not tie to a physical product. Services are produced and consumed simultaneously. The consumer is in the “factory”, which often experiences the total service within the firm’s physical facility. This “factory” has a strong impact on the consumer’s perceptions of the service experience (Bitner, 1992). Bteson (1989 as cited in Getz, 1997) states that service is delivered as a bundle of benefits to the consumer through experience created for that consumer. A process that facilitates interaction between the consumers creates experience itself. Stanton (1981) characterises services in four categories, namely, intangibility, inseparability, variability/ heterogeneity and perishability or fluctuating demand.

### **(1) Intangibility**

Since services are essentially intangible, it is impossible for customers to sample, taste, feel, see, hear, or smell services before they buy them. Intangibility of services creates more difficulties marketing challenges for service sellers than for product sellers. Buyers will look for signs or evidence of the service quality in order to reduce uncertainty. Buyers will draw inferences about service quality from the place, people, equipment, communication material, symbols and price that they see. Therefore, the service provider’s task is to “manage the evidence” to make the intangible become tangibles”. Whereas product markets are challenged to add abstract ideas, service marketers are challenged to put physical evidence and imagery on their abstract offers (Kotler, 2001).

### **(2) Inseparability**

Services cannot often be separated from the person or the seller. Moreover, some services must be created and dispensed simultaneously (Kotler, 2001). According

to Ame (2005), inseparability means that service requires the participation of the customer in the production process. That is the customer cannot be separated from the service delivery process. The implication of inseparability is that service production requires the presence and active participation of the customer and sometimes of other customers. Accordingly, the skill attitude and co-operation that customers bring to the service encounter may influence the final results. Sometimes, even the behaviour of some customers during service delivery may cause other customers become unhappy with the service experience.

### **(3) Variability/ Heterogeneity**

It is impossible for a service industry, or even individual sellers of services to standardise output. Each “unit” of the service “unit” of the same service is somewhat different from the other “unit” of the same service (Stanton, 1964). It is particularly difficult to forecast the quality of buying a service. Variations between units of service are almost inevitable. It may, as a result, be difficult to maintain heterogeneity (or consistency) of perception amongst customers across a series of purchases/consumption (Modern, 1963). According to Kotler (2001), services are highly variable because they depend on who provides them, when and where they are provided. Service buyers are aware of this high variability and they frequently talk to others before selecting a service provider.

### **(4) Perishability and fluctuating demand**

Services are highly perishable, and they cannot be stored. Furthermore, the market for service fluctuates considerably by seasons, by day of the week and by hour of the day. The combination of perishability and fluctuating demand provides product planning, pricing and promotion challenges to service company executives. A service opportunity occurs at a point in time such that once it is gone, it is gone forever. The greatest operational challenges facing service firms are that of perishability (Berry, Prasuraman, & Zenithal, 1985). As Kotler (2001) observes, “a service firm may win by delivering consistently higher quality service than its competitors and exceeding consumer’s expectations. The expectations are

formed by their past experiences, word of mouth and advertising. After receiving the service, customers compare the perceived service with the expected service. If the perceived services fall below the expected services customers lose interest in the provider and if the perceived service meets or exceeds their expectations, they are apt to use the provider again”.

### **2.1.2 Planning and developing services**

New services are just as important to a service company as new products are to a product-marketing firm. Similarly, improvement of existing products and elimination of unwanted, unprofitable services are also key goals (Stanton, 1981). Product planning and development have their counterpart in the marketing program of a service industry. Management can use a systematic procedure to determine (a) services to be offered; (b) length and breadth of the service mix to be offered, and (c) anything that needs to be done in the way of service attributes such as branding or providing guarantees (Stanton, 1981).

The high perishability, fluctuating demand and inability to store services make products planning critically important to serve marketers. Branding and standardization of quality, for instance service industries have greater problems (Stanton, 1981). Branding is difficult because consistence of quality is hard to maintain and because the brand cannot be physically attached to a service (Stanton, 1981).

### **2.1.3 Quality**

Few academic researchers have attempted to define and model quality because of the difficulties involved in eliminating and measuring the contrast (Parasuraman, *et al.* 1985, 1990). Quality is defined as the totality of features and characteristics of product or service that bears on its ability to satisfy stated or implied needs (ISO, 9000, 1994). According to Juran (1988) quality is a fitness of use. On the other hand Crosby (1979) defines quality as conformity to requirement. In 1992, Crosby broadened his definition for quality adding an integrated notion to it by

looking at Quality as getting everyone to do what they have agreed to do and to do it right the first time is the skeletal structure of an organisation, finance is the nourishment, and relationships are the soul. Some Japanese companies find that “conformity to a standard” extremely narrow and reflect the actual meaning of quality such that they have consequently started to use a new definition of quality as “*providing extraordinary customer satisfaction*” (Samuel, 1999).

According to Cateora and Graham (2005), one important dimension of quality is how well a product meets specific needs of the buyer. When a product falls short of performance expectations, its poor quality is readily apparent. However, less apparent but it is nonetheless, true that a product that exceeds performance expectations may also be of poor quality. A product whose design exceeds the wants of the buyer’s intended use generally has a higher price than the extra capacity reflects. Quality for many goods is assessed in terms of fulfilling specific expectations- no more and no less.

#### **2.1.4 Service quality**

As observed by Ghobadian, Speller and Jones (1994), most of the service quality definitions fall within the “customer led” category. Juran (1999) elaborates the definition of customer led quality as “features of products which meet customer's needs and thereby provide customer's satisfaction.” As service quality relates to meeting customers` needs, “perceived service quality” would be examined in order to understand the customer (Arnauld, Price & Zinkhan, 2002). Berry, Parasuraman, and Zeithaml, (1988) define quality of service as the gap between consumer expectations and perception. This view is shared by Samuel (1999) who notes the importance of satisfying the customers` needs and expectations as the main factor in all these definitions. Parasuraman and co-workers (1985) look at perceived quality of service as the difference between customers` expectation and their perceptions of the actual service received. Parasuraman and co-authors (1985) further suggest that it may be the perception of service quality that leads to customer's satisfaction. It means that if the customer perceives the service to be of

high quality, then the customer will be satisfied with it. Conversely, others believe that if the customer is satisfied with the service, then the customer perceives the service as being of high quality. Bitner (1990) as well as Bolton and Drew (1991) agree with this view and observe that satisfaction is an antecedent of service quality. Conceptually, Service quality is defined as the global overarching judgment or attitude relating to the overall excellence or superiority of the service (Berry, Parasuraman, & Zeithaml, 1988).

#### **2.1.5 The Importance of service quality**

According to Kolb (2005), the measurement of service quality (both internally and externally) provides the company with a holistic view of business performance. Kolb (2005) argues that it is not only beneficial to the company because of the greater amount of actionable management information, but also because of the changes that it can inspire in organisational culture of a company. Samuel (1999) argues that service quality is important in contemporary organisations because customer's expectations are demanding and competition is increasing. However, this is part of a modern day business environment. Organisations should see this trend as an opportunity rather than a threat.

#### **2.1.6 The Development of service quality theory**

Many researchers (for example Cronin and Taylor, 1992, 1994; Grönroos, 1984; Parasuraman, *et. al.* 1985, 1988) have devoted considerable attention to the development of service quality. The literature addresses several models for service quality a good example is Grönroos's Service Quality Model developed by Christian Grönroos in 1983 as "SERVQUAL" (Parasuraman, *et. al.* 1985, 1988), another is "Servicescope" model developed by Boom and Bitner (1981). There is also SERVPERF (Cronin and Taylor) and the "servuction" model (Eiglier & Langeard, 1987 cited in Palmee, 2005). These models identify five attributes of service quality namely tangibles, reliability, responsiveness, assurance and empathy. These attributes are summarized in the next sections.

#### **2.1.6.1 Grönroos's service quality model**

One of the first service quality models developed by Christian Grönroos in 1983 provided the groundwork for many of the working models that are currently in use today. The model consists of two main parts, Technical Quality and Functional Quality, and when coupled up with a third dimension, the image, leads to Experienced Quality. The expectations that the consumer had, and what the experienced quality brings up in the end, will determine the overall satisfaction level (Grönroos, 1983). Technical Quality is nothing more than what the customer actually receives from the interactions with the firm providing the service. An example would be a hotel guest that gets a room and a bed to sleep in. The quality of that bed and the room will, according to Grönroos (2001) has an effect on the overall quality experience. Functional Quality on the other hand, is the way in which the technical quality is transferred to the guest. How the customer is treated while being given access to the technical aspect of the interaction is very important to the overall evaluation of service quality. Also important is the image, or reputation of the firm providing the service.

#### **2.1.6.2 Eight dimensions of quality model**

The eight dimensions of Quality Model, which were developed by Garvin (1984), will be explained using eight points. They represent eight dimensions thought to be used by the consumer when coming to a conclusion on service quality.

- 1) Performance-** Performance refers to a product's primary operating characteristics. Because this dimension of quality involves measurable attributes, brands can usually be ranked objectively on individual aspects of performance.
- 2) Features-** Features are bells and whistles of the products as well as services and characteristics that supplement their basic functioning. To many customers, superior quality is less a reflection of availability of particular

features than of the total number of available options. Often a choice is quality: buyers may wish to customize or personalize their purchases.

- 3) **Reliability-** This dimension reflects the probability of a product malfunctioning or failing within a specified time. In terms of providing service, reliability is more a measure of consistency across the same brand. For example, the service received at one Hampton Inn will be the same as the service that you get at another Hampton Inn in another City.
- 4) **Conformance-** Conformance is the degree to which a product's design and operating characteristics meet the established standards. This dimension owes the most to traditional approaches to quality pioneered by experts like Juran (1998).
- 5) **Durability-** A measure of a product's life; durability has both economic and technical dimensions. Technically, durability can be defined as the amount of use one gets from a product before it deteriorates. In the service industry, this dimension does not translate well because of the unique nature of service in general (see section 2.1.1).
- 6) **Serviceability-** Serviceability is the speed, courtesy, competence, and ease of repair. Consumers are concerned not only about the product breaking down, but also about the time before service is restored, the timeliness with which service appointments are kept, the nature of dealing with service personnel, and the frequency with which service calls or repairs fail to correct outstanding problems. This point, though not directly, applies to service providers. Because a bad service experience itself cannot be repaired like a broken automobile, thus, some form of restitution, apology or service recovery must be taken by the firm to re-establish the satisfaction of the guest. Obviously, the way in which this effort is conducted is going to have

an effect on the overall service evaluation, future behavioural intention, and a word of mouth.

**Aesthetics-** Aesthetics is nothing more than how a product is rated by the five senses: sight, hearing, taste, smell and touch. While service itself cannot be evaluated with the five senses, some of the products associated with that service can be. They may include the room, the bed, the lobby, the food from room service, or other variables.

- 7) **Perceived quality-**Consumers do not always have complete information about a product or service's attributes. Indirect measures may be their only basis for comparing brands. A perfect example would be a guest staying in a hotel who thought there was a pool located on the premise.
- 8) **Upon check-** in, the guest is informed that there is in fact no pool at all and as such, she/he would not be satisfied with her/his experience (Garvin, 1984). According to Garvin (1984), these eight dimensions provide a framework from which a company can base its efforts to increase quality. They are flexible and depending on the product, the company, and the consumers, the dimensions may or may not be applicable in every circumstance.

#### 2.1.6.3 Ten determinants of service quality

Another important model, also developed by Berry, Parasuraman, and Zeithaml, (1985) is about ten determinants of service quality model. In this model, Parasuraman also suggests that the criteria used by consumers, which are important in moulding their expectations and perceptions of service fit ten dimensions as follows:

- 1) **Tangibles:** physical evidence.
- 2) **Reliability:** getting it right first time, honouring promises.
- 3) **Responsiveness:** willingness, readiness to provide service.

- 4) **Communication:** keeping customers informed in a language they can understand.
- 5) **Credibility:** honest, trustworthiness.
- 6) **Security:** Physical , financial and confidentiality,
- 7) **Competence:** possession of required skills and knowledge of all employees.
- 8) **Courtesy:** politeness, respect, friendliness.
- 9) **Understanding:** knowing the customer, his needs and requirements.
- 10) **Access:** ease of approach and contact.

These ten dimensions vary with regard to how easy (or difficult) it is to evaluate them. Some, such as tangibles or credibility, are known in advance, but most are experience criteria and can only be evaluated during or after consumption. Some dimensions such as competence and security may be difficult or impossible to evaluate, even after purchase. In general, customers rely on their experience when evaluating services (Samuel, 1999).

#### 2.1.6.4 The gap model of service quality

Another important model in the world of service quality is the Gap Model, which was developed by Berry, Prasuraman, and Zenithal, in 1985. It identifies five gaps, one of which is external, defined as the difference between the expected service and the perceived service and four internal gaps, or factors, which explain or contribute to a failure in delivery of the expected service quality (Rosen, 2003). Kotler (2001) identifies five internal gaps that cause unsuccessful service delivery as follows:

**Gap 1:** Between Consumers` expectations and management`s perceptions of customers` expectations, means that Management does not always perceive correctly or interpret what customers want when formulating the service delivery policy. In other words, the company attempts to satisfy a wrong or non-existent need or interest.

**Gap 2:** Between management's perceptions of customers' expectations and services quality specifications. In a sense, the Management might correctly perceive the customer wants but it may not have a set of specified performance standard. This gap reflects managements' incorrect translation of the service policy into rules and guidelines for employees.

**Gap 3:** Between service quality specifications and service delivery, the personnel might be poorly trained or incapable to meet the standard. In this case, employees do not correctly translate rules and guidelines into actions.

**Gap 4:** Between service delivery and external communications to customers. Statements and ads made by Company representatives affect consumer's expectations. In this case, the external communications, or in other words, the promises made to customers do not match the actual service delivery.

**Gap 5:** Between the perceived service and the expected service. This gap occurs when the consumer misperceives the service quality. The service provider may deliver services to a customer to show care, but the customer may interpret this as an indication that something really is wrong (Figure 2.1). The fifth-gap is the basis of a consumer –oriented definition of service quality that examines the gap between the consumer's expectations for excellent service and the actual perceptions of the actual service delivered (Hemon, 2001).

#### **2.1.6.5 Servqual**

Further analysis by Berry, Prasuraman, and Zenithal, revealed that their original 10 points could in effect be reduced to five determinates of satisfaction, thus leading to the development of the SERVQUAL model, The SERVQUAL model was officially introduced in 1988 and encompasses several unexplored dimensions that have lately attracted research attention in other disciplines. The SERVQUAL instrument is one of the most commonly used constructs when attempting to measure service quality and satisfaction.

SERVQUAL is the first quality scale developed for measuring service quality and it is based on Parasuraman *et al.* (1985) gap theory, which suggests that the difference between consumers' expectations about the performance of a general class of service providers and their assessment of the actual performance of a specific firm in the class derives the perception of service quality. Parasuraman *et al.* (1985, 1988) introduced the SERVQUAL model as a solution for the measurement of service quality. This model measures the gap between the expected and perceived service levels as a solution to the customers' expectations (Kolb, 2005). The model also measures the tangible and intangible service elements (Figure 2.1). It investigates the discrepancies or gaps in the consumer – supplier chain to highlight target areas where quality may be improved (Samuel, 1999). According to this quality scale, service quality is broken into five dimensions (gaps):

- 1) **Tangibles:** Appearance of Physical elements
- 2) **Reliability:** Dependable accurate performance
- 3) **Responsiveness:** Promptness and Helpfulness
- 4) **Assurance:** Competence, Courtesy, Credibility and Security
- 5) **Empathy:** Easy access, Good communications and Customer understanding.

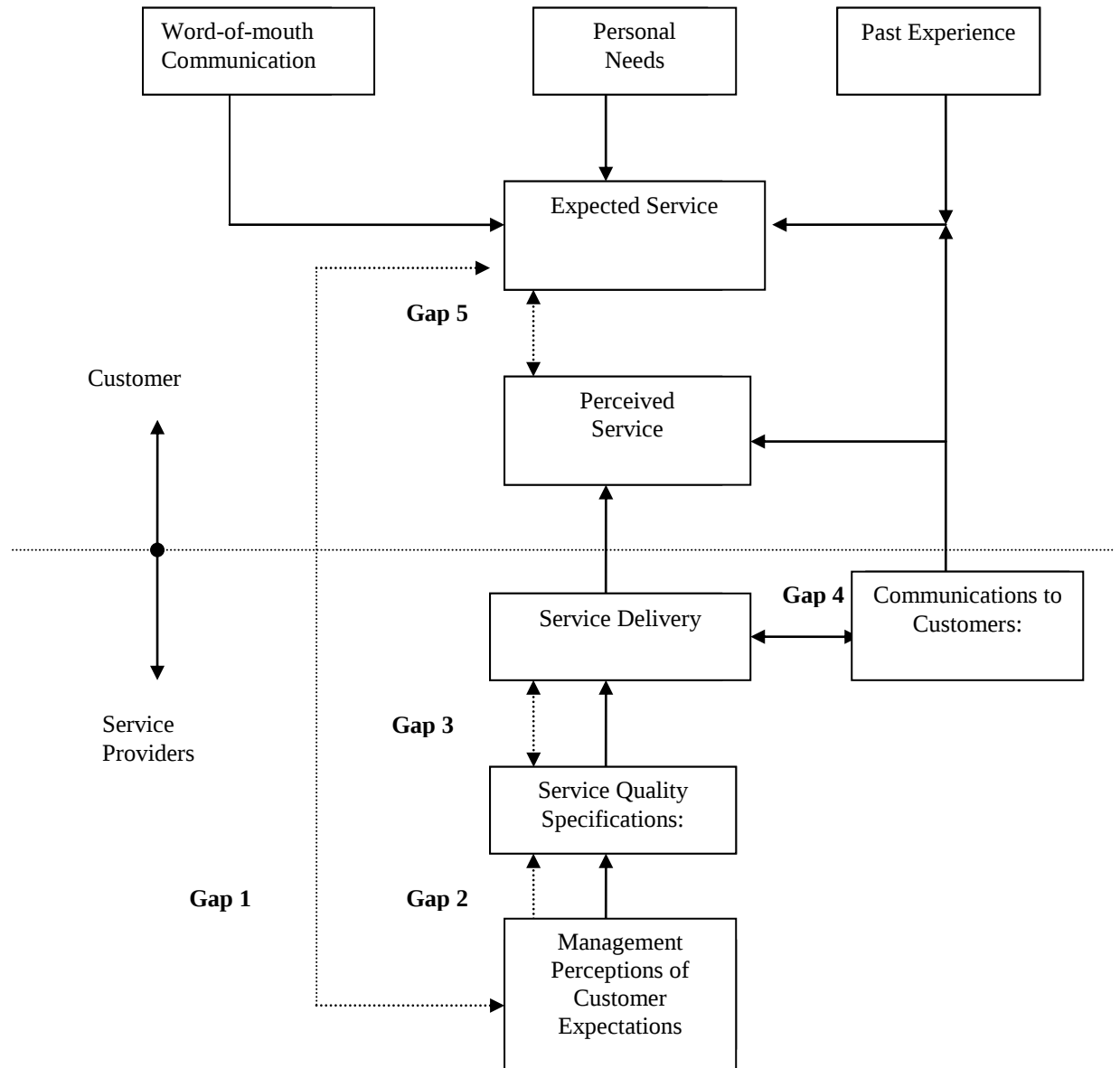
From the basis of SERVQUAL model (service quality), scores are identified in (Figure 2.1). Although the SERVQUAL model measures all these gaps, this study focuses on the analysis of the dimensions of this model because SERVQUAL is widely used within service industries in understanding the perception of target customers regarding their service needs (Berry, Parasuraman, & Zeithaml, 1985). SERVQUAL may also be applied internally to understand employees' perceptions of service quality with the objective of achieving service improvement (Berry, Parasuraman, & Zeithaml, 1988). However, SERVQUAL provides detailed information about the followings:-

- (i) Customer perceptions of service (a benchmark established by your own customer),

- (ii) Performance level as perceived by customers,
- (iii) Customer comments and suggestions,
- (iv) Impression from employees with respect to customer expectations and satisfaction.

In the subsequent sections, the study briefly describes other service quality models, which were also considered in order to make a comparison with the SERVQUAL model and to justify the motivation of selecting this model as a base for this research.

**Figure 2.1: The SERVQUAL model**



**Adopted from:** Samuel, K Ho (1999), Operations and Quality Management, p. 135

#### 2.1.6.6 Criticism of the SERVQUAL model

Many scholars (for example Kang and James, 2004) have argued that SERVQUAL reflected only on the service delivery process does not address the

service counter outcomes (see also Grönroos, 1990 in Kang and James, 2004). The most intense criticism of the SERVQUAL scale perhaps comes from Cronin and Taylor (1992, 1994) and Babakus and Boller (1992) who criticise the SERVQUAL instrument due to the use of different scores, dimensionally, applicability and lack of validity of the model with specific reference to the five dimensions. ([http://www.the\\_free\\_library.com/SERVQUAL](http://www.the_free_library.com/SERVQUAL)). Buttle (1994) elaborates more on the criticism towards the use of the SERVQUAL model by dividing the criticisms into “theoretical” and “operational” criticisms. However, in reaction to the criticisms, Parasuraman and co-workers (1994) acknowledge lack of consensus in literature and defend their approach by making changes to the SERVQUAL model and doing additional empirical research.

#### **2.1.6.7 SERVPERF model**

Based on the criticism of the SERVQUAL Model and basing on the Cronin and Taylor (1992, 1994) and Babakus and Boller (1992) arguments that the gap theory of service quality is supported by little empirical and theoretical evidence, Cronin and Taylor (1992) propose a “performance-based” service quality measurement scale called SERVPERF ([http://www.the\\_free\\_library.com/SERVQUAL](http://www.the_free_library.com/SERVQUAL)). This model was the first to offer a theoretical justification for discarding the expectations proposition of the SERVQUAL model in favour of the performance measures included in the scale. Following Bolton and Drew (1991), Cronin and Taylor (1992) note that a customer's perception of service quality can be best measured by his/her “perceived” attitude about the service being rendered ([http://www.the\\_free\\_library.com/SERVQUAL](http://www.the_free_library.com/SERVQUAL)).

Cronin and Taylor (1992) report that their unweighted performance-based on SERVPERF scale was a better method of measuring service quality than SERVQUAL. They contend that the SERVPERF scale consistently outperformed the SERVQUAL scale in terms of reliability and validity ([http://www.the\\_free\\_library.com/SERVQUAL](http://www.the_free_library.com/SERVQUAL)).

#### **2.1.6.8 SERVICESCAPE model**

Booms and Bitner (1981) define SERVICESCOPE as the environment in which the service is assembled and through which the seller and a consumer interact, combined with tangible commodities that facilitate performance or communication of the service. In this sense “SERVICESCOPE” facilitates the achievement of the organisation. Bitner (1992) further suggests the creation of an image for service businesses that is a good image of a business may have an influence on the employees` satisfaction, productivity and motivation. Customer and employees` level of environment determines the customer whose needs are consulted in the design of the environment.

#### **2.1.6.9 SERVUCTION model**

The SERVUCTION Model (Eiglier & Langeard, 1987 in Palmer, 2005) suggests that an organisation provides the consumers with complex bundles of benefits on which their experiential aspects of the service consumption are based. These service features are divided into two parts, namely a visible (physical environment in which the service experience occurs) and an invisible (support infrastructure to support the visible part in the organisation) part. SERVUCTION provides a framework that is generalised across service sectors and recognises explicitly the inseparability of the service production and is regarded as a structural model. Service experiences of customers are determined by content and process elements for a non-routinised service and in setting with many customers, content and process elements become very important (Davies, Baron & Harris, 1999).

### **2.2 Customer satisfaction**

There are two principal interpretations of satisfaction within literature of satisfaction as a process and satisfaction as an outcome (Cooper *et. al.* 1989). Early concepts of satisfaction research have typically defined satisfaction as a post choice evaluative judgment concerning specific purchase decision (Oliver, 1980; Churchill & Surprenant, 1982). Customer satisfaction is the most widely accepted model, in which satisfaction is a function of disconfirmation, which in turn is a

function of both expectations and performance (Oliver, 1997). The disconfirmation paradigm in process theory provides the grounding for the vast majority of satisfaction studies and encompasses four constructs expectations, performance, disconfirmation and satisfaction (Cooper *et. al.*, 1989).

This model suggests that the effects of expectations are primarily through disconfirmation, but they also have found a direct effect through perceived performance on satisfaction (Spreng & Page, 2001). Swan and Combs (1976) were among the first to argue that satisfaction is associated with performance that fulfils expectations, while dissatisfaction occurs when performance falls below expectations. In addition, Poisz and Von Grumbkow (1988) view satisfaction as discrepancy between the observed and the desired. This is consistent with value-percept disparity theory (Westbrook and Reilly, 1983) which was developed in response to the problem that customers could be satisfied by aspects for which expectations may never exist (Yi, 1990). The value-percept theory views satisfaction as an emotional response triggered by a cognitive-evaluative process (Cooper *et. al.* 1989). In other words, it is the comparison of the “object” to one’s values rather than an expectation.

Recent literature adds to this perspective in two ways. First, although traditional model implicitly assumes that customer satisfaction is essentially the result of cognitive processes, new conceptual developments suggest that effective processes may also contribute substantially to the explanation and prediction of customer satisfaction (Fornell, 1992; Westbrook & Reilly, 1983). Secondly, satisfaction is viewed as a judgment based on the cumulative experience made with a certain product or service rather than a transaction-specific phenomenon (Wilton & Nicosia, 1986).

The general agreement bases on a view that satisfaction is a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to a customer’s expectations (Kotler, 2003).

Based on this review, customer satisfaction is defined as the result of cognitive and effective evaluation, where standard is compared to the actually perceived performance. If the perceived performance is less than expected, the customer would be dissatisfied. On the other hand, if the perceived performance exceeds expectations, the customer would be satisfied. Otherwise, if the perceived expectations met with performance, customers are in indifferent or neutral stage. Gustafsson (2005) defines customer satisfaction as a customer's overall evaluation of the performance of an offering to date. This overall satisfaction has a strong positive effect on customer loyalty intention across a wide range of product and service categories.

The only way for the organisation to keep a high level of customer satisfaction and still operate efficiently, is to master the art of optimum level performance which ensures that customers' expectation are consistently met. Parasuraman (1990) describes the problem as the "extent of discrepancy between customers' expectation or desires, and their perceptions of the quality of service". The means by which customer expectations are generated includes word-of-mouth communication, personal needs, experience and external communications that influence customers' expectations.

### **2.2.1 Measuring expectation after service experience**

Factors which determine the extent of expectation are customer needs, total customer value and total customer cost. Researchers who study customer choice mentioned that, choosing a product or service is only one of the stages customers go through. A purchase decision is influenced by the buyer's characteristics that, includes cultural, social, personal and psychological factors. In addition to the buyer's characteristics, a purchase decision is influenced by the buyer's decision process (Grönroos, 2000). The typical buying process develops through five stages including new recognition, information search, information evaluation, purchase decision and post purchase evaluation (Kotler, 2001). Searching for information is a key stage of consumer's decision- making process and may

include a search for both internal and external information. As perceived risk of a purchase decision increases, consumers search for more information in order to cope with uncertainties about the potential positive or negative consequences (Jihye Park, 2005).

Although buyers may skip or reverse some stages, they pass sequentially through all five stages in buying a product or service. Value reflects what customers do in evaluating, obtaining, using and disposing of the product or service. Values can be defined as principles or standards of an individual as a whole. They reflect an individual judgment as to what is valuable or important in life. Customer delivered value is a result of comparison of total customer value with total customer cost. “To be of value, expectations should be attained prior to the services being provided; otherwise, the risk is great that expansions will be contaminated by perceptions of the actual service provided” (Thomson, 1994). Information about opinion of the customer regarding a product or service is of essential importance, and can be obtained in several ways, such as customer surveys, phone interviews and customer panel discussions. It is also important to measure customer orientation continuously (Rampersad, 2008).

### **2.3 Service quality and customer satisfaction**

Service quality and customer satisfaction are inarguably the two core concepts that are at the crux of the marketing theory and practice (Spreng & Mackoy, 1996). In today’s world of intense competition, the key to sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers (Parasuraman *et al.* 1990). The prominence of these two concepts is farther manifested by the cornucopia of theoretical and empirical studies on the topic that has emanated over the past few years. Therefore, there is no even an iota of doubt concerning the importance of service quality and customer satisfaction as the ultimate goals of service provider (Sureschander, Chennai & Tamil, 2002). A basic agreement emanating from a wide range of literature on service quality and

customer satisfaction is that service quality and customer satisfaction are conceptually closely related constructs (Parasuraman *et. al.* 1990).

## **2.4 Perceived service quality vis-a-vis customer satisfaction**

Zeithaml and Bitner (2003) differentiate between the two concepts by stating that perceived service quality is only one component of customer satisfaction. Zeithaml and Bitner (2003) further elaborate these concepts by adding that service quality “reflects” the customer’s perception of service elements (that is, interaction and outcome) where the satisfaction of the customers is more “inclusive” with its influence and its perceptions of the service quality. Grönroos (1984) defines the perceived quality of a given service as the result of evaluation process, (in which) the consumer compares his/her expectations with his/her perception of the service received; In other words, he/she places the perceived service and the expected service opposite one another.

As has already been noted, satisfaction has been of concern for a number of years and is generally recognised as a post purchase construct that is related to how much a person likes or dislikes a product or a service after experiencing it. Oliver (1980) defines satisfaction as a “...summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer’s prior feelings about the consumption experience...”. It is a response to a perceived discrepancy between prior expectations and the actual performance after consumption. Consequently, managers need to understand how expectations are created and how these expectations are influenced by people’s consumption experiences. Oliver (1980) points out that satisfaction encompasses more than mere fulfilment. It describes a consumer’s experiences, which is the end state of a psychological process.

## **2.5 Customer’s behavioural intentions**

Behavioural intentions are defined as the subjective probability that an individual will take a particular action (Fishbein & Ajzen, 1975). Although many factors may

influence the strength of intention behaviour relationships, the authors regard behavioural intention as the best possible predictor of a person's action. Swan (1981) defines behavioural intentions as an individual's anticipated or planned future behaviour. According to the theory, a behaviour intention has been suggested to be a central factor, which correlates strongly with observed behaviour (Baloglu, 2000). Alegre and Cladera (2009) have pointed out several studies of consumer intentions for instance, to make repeat purchases or visit a destination have focused on factors that determine this intention. The suggested determinant is associated with motivation at bus terminal services, satisfaction at prior experiences, perceived quality and previous repeat to use the bus terminal services.

Ajzen and Fishbein (1980 cited in Ame, 2005) state that the intention – behavioural link has been well illustrated in the theory of reasoned action. According to the theory, a person's intention (to perform or not to perform) a behaviour is the immediate determinant of the action. Furthermore, the theory states that a person's intention to perform behaviour is a function of two determinants, which are attitude towards the behaviour and subject norm. An attitude towards the behaviour is a combination of a person's belief that the behaviour leads to a certain outcomes and his evaluation of these outcomes. On the other hand, subjective norm is the person's beliefs that specific individuals or groups think he/she should or should not perform the behaviour and his motivation to comply with the specific references.

## **2.6 Empirical literature**

Recent studies have shown that from the discussion and interviews conducted with the users on how public transport service in the City area at large could be improved; a number of proposals were given. These include measures to reduce fare so that it can be affordable to most people, increase transport modes, increase bus stops, improve bus stations, reduce accidents, monitor the conductors and enhance safety and hygienic conditions in the buses (UCLAS, 2002). Such studies also reveal the following problems that the distances from home to bus stops are

extremely long. In this case, this study recommended that the Dar es Salaam Transport Regional Licensing Authority (DRTLA) should increase the number of bus stops in accordance with passengers' demand.

Another problem revealed was lack of sheds at the waiting areas to protect passengers against rain and sun. The mentioned study suggested that the local government and central government should entice private companies to build sheds where they can advertise their businesses.

Regarding the case of drivers and conductors, they were found giving insults in the buses. Suggested remarks or measures included the fact that the local and central governments should formulate and enforce by-laws to deal with abusive language makers. Drivers and conductors should be trained /educated to respect passengers. As far the problem of touts it was revealed that porters cause inconveniences to passengers and increased chaos at bus stands. Some were pickpockets and they miss-treat passengers as they struggled to get them into buses and they made a lot of noises (UCLAS, 2002).

A study conducted by the Parastatal Sector Reform Commission (PSRC) on privatization of Usafiri Dar es Salaam in 2001 reveals that in the past, UDA was responsible for the construction of bus terminals. When the market was initially liberalized to allow private operators, they were required to pay UDA for the use of such facilities (URT, 2001). However, as UDA's financial problems worsened, it ceased to maintain or provide appropriate facilities and opposition grew to the levy, resulting in its eventual withdrawal. Also the study further reveals problems of standards, that the present route terminals have widely varying standards. Several Bus terminals such as Posta and Buguruni are at the roadside, leading to some congestion. Thus, the study further reveals that DRTLA has assumed responsibility of running bus terminals and agreed with the three municipalities (Kinondoni, Ilala and Temeke all in Dar es Salaam city) to institute a programme of works by then up to March 2001 for designing and minor improvements.

DRTLA had ultimately to sub-contract management of the facilities. Such facilities had to be developed and managed by the private sector on a free per use bases, as is already the case with off-street car parking. It was envisaged that the Transport Regulator might have to set the appropriate level of fees, particularly if there was compulsion on operators to use the terminal rather than wait on the street.

A study conducted by Japan International Cooperation Agency (JICA) in 1994 revealed that frequencies of bus service on radical roads were as high as having one bus per two minutes while those in newly developed fringe areas was low as having one bus per hour. Most of the bus stops and terminals were not well marked. They had no bus bays, shelters, posts, benches, destination sign boards, reliable time-tables and other relevant information to commuters (UCLAS, 2002).

The World Bank and Economic Commission for Africa (2002) also conducted a study on urban mobility in three cities of Sub-Saharan Africa. Dar es Salaam city was one of the study areas. A number of policy directions were suggested and they broadly reflected the overall vision of having efficient and cost effective domestic as well as international transport services to all segments of the population and sectors of the national economy with maximum safety and minimum environmental degradation. Also the study suggested the following three policy directions concerning infrastructure, stations and terminals.

- (i) **Infrastructure:** The potential of rail as an efficient and cost effective mode of mass transit was suggested to be considered and feature in the long-term plans in view of the rapidly growing transport demands. The use of non-motorized transport (NMT) and mass passenger transit needed to be considered as an alternative to ever increasing vehicular traffic. Dar es Salaam Bus Rapid Transit ([DART], 2006) did a study on conceptual design of a long-term integrated Dar es Salaam BRT system and detailed design for the initial corridor DART system contemplated detailing of the following infrastructure elements:

(ii) **Stations:** Stations are conceived to be built by modules each one with the capacity of 65 buses per hour per direction. The platform would be 90 centimetres high and five metres wide. Its conceptual design had to follow Transmilenio System design and had to be accessible by ramps at the extremities.

(iii) **Terminals:** DART Terminals were conceived as integration points between truck and feeder services. Terminals had to be large and comfortable to give a possibility of including different services and transportation means and avoid transfer inside the corridor.

A study conducted by URT (2001) reveals that there was little or no effective enforcement in the past due to lack of budget and staff. It was suggested that while Surface and Marine Transport Regulatory Authority (SUMATRA) had to be established, a study had to be conducted to develop a “road map” of such future regulation and its enforcement within the context of Dar es Salaam. This would help to have the desirable qualitative and the needed levels of enforcement are methods to be employed, and the evaluation of whether or not the economic benefits would outweigh the costs that commuters would have to meet (through higher fares) as a result. However, the study suggests that in order to avoid establishing a large bureaucratic establishment a general approach is to have much of the regular investigative work conducted periodically by qualified outside agencies under contract, retaining permanent internal staffing for formulating policy and implementing regulation. Up to 2007, when this study was undertaken, the suggested strategies were yet to be implemented.

#### **2.6.1 Quality of service at Nyabugogo bus terminal-Kigali city in the Republic of Rwanda**

Kigali city is not only the national capital, but also the country’s most important business centre and the main port of entry. The City is growing very fast, and hosts

about one million inhabitants. A strong leadership and commitment of the private sector led to economic growth, making the City change dramatically in the last few years from a small capital to a booming, modern metropolitan area. With the population and economic growth, and given the hilly topography, the City has been facing increased traffic problems (<http://www.sdebomy@worldbank.org>, [avilceus@worldbank.org](http://www.avilceus@worldbank.org)).

To address the growing demand in terms of urban mobility, the City heavily invested in upgrading its road network and some transportation facilities. Several planning documents have also been prepared including an urban mobility strategy and a new urban master plan. One of the most important bus and taxi stations, Nyabugogo station, was constructed 15 years ago to channel transport vehicles from the North, West and South. Constructed on a 2.36 hectare area, the station was supposed to host 60 buses. One third of the area is currently occupied by commercial activities not related to normal activities of a bus station and services to passengers. The parking space is now too small to accommodate a considerable increase in traffic. The parking lot is also in poor condition with the pavement being in a complete mess. Drainage is poor and the platform is covered with potholes. The property is owned by the City of Kigali (<http://www.sdebomy@worldbank.org>, [avilceus@worldbank.org](http://www.avilceus@worldbank.org)).

In order to attract potential financial partners, the City prepared an upgrading project with the objective of re-qualifying different parts of the area and increases the parking capacity from 60 places to 292 lots for buses and 10 for taxis. The goal is to create a bus station that would serve as one stop destination for urban transportation connecting the City with other provinces in the country. It would also be a destination for coaches transporting commuters coming and/or going in the neighbouring countries in the region. The original idea behind this project was to interlink short and long-distance urban transport service at one central destination. The rehabilitation of the facility would cover the passenger shelters, administrative building, commercial kiosks, police station, toilets, etc. The

technical study completed earlier did not cover economic and financial analysis that would be necessary to attract private sector finance. This study would provide the City of Kigali with the necessary technical and financial data and elements to compare financing options and make informed choices (<http://www.sdebomy@worldbank.org>, [avilceus@worldbank.org](mailto:avilceus@worldbank.org)).

#### **2.6.2 Quality of services at bus terminals vis-a-vis power of informal sector at Kampala city in Uganda**

In Kampala, privately-owned Uganda Transport Company (UTC) held an exclusive franchise for bus services until its nationalization in 1972. At that time, its only competition came from shared taxi based on saloon or state cars. Following its nationalization, and the period of the national chaos prior to the establishment of the present Government in 1986, UTC both contracted and focused more closely on its long –distance services. The market for urban transport services in Kampala became open to private sector operators; mostly using small mini buses though a few Kenyan sourced mini buses were also deployed. Early market entrants earned high returns which in turns attracted additional investment until the market become saturated.

At that stage, the Uganda Taxi Operators and Drivers Association (UTODA) merged to bring order to the market through self regulation and control of the Bus terminals. The UTODA benefitted from strong political patronage and from the fact that some senior officials who were major fleet owners. Individual vehicle owners were marginalized and the Taxi Owners Association was no longer active in Kampala. In 1994, a commercial vehicle distributor established City Link as a large private- sector bus operator. However, UTODA was able to organize effective competition to this initiative and City Link shortly collapsed (<http://docs.google.com/>).

Despite the dangers of monopoly exploitation, self-regulation of the sector has often resulted in more orderly market in which the worst consequences of

competition on the route have been avoided. Route terminals are well managed, within the constraints of their infrastructure, and overloading and fare gouging is largely avoided. But there still remain consequences of union control. The route network tends to be rigidly defined by location of the Bus terminals which the union controls rather than by the pattern of passengers demand. As a consequence, a high proportion of passenger journeys involve one or more interchanges, and the final point of alighting is often at some distance from the desired destination particularly in the central business district (<http://docs.google.com/>).

Furthermore, in order to enforce an “equitable” distribution of revenue among the members, unions adopted the principle of waiting for the assembly of a full load before commencing operation on the route. Except at peak times, they impose high waiting times at Bus terminals both for vehicles and passengers such that it makes it very difficult for potential passengers to access the services along the route. This in turn requires an extended working leg from the point of the commencement of the journey to the route terminal to ensure access of the transport services (<http://docs.google.com/>).

It is also a normal practice to force the waiting passengers to sit in the vehicle in the full sun at Bus terminals. By loading vehicles in strict rotation, the unions also prevent potential passengers from rejecting vehicles that fail to meet the expected standards of cleanliness or physical condition and thus, lowering the incentive for vehicle owners to improve vehicle quality. It is those inherent weaknesses of self regulation that tend to motivate Governments into eventually taking back regulatory control ( <http://docs.google.com/>).

### **2.6.3 Quality of service at bus terminals at Johannesburg metropolitan bus service in South Africa**

Metro bus is the informal name of the Johannesburg Metropolitan Bus Service. Metro Bus covers 108 routes in the Greater Johannesburg area. The main bus terminal is at Gandhi Square, two blocks west of the Carlton Centre, and the fares

operate on a zone system, ranging from zone one to zone eight. The hop-on, hop-off, open-topped City Slicker buses offers one of the best ways of seeing Johannesburg. The double-deckers pick up from five of Sandton's best hotels, heading to Rosebank and the zoo before winding through the mansions of Parktown, Melville's 7th Street and the Oriental Plaza on its way to the City centre. City stops include the Newtown cultural precinct and the Carlton Centre. The three-hour route ends in Soweto, via Gold Reef City. The return trip takes the same route. Various bus companies provide transport in and out of Johannesburg, including one that specialises in backpacker travel as well as the conventional private and government-owned line (<http://www.joburg.org.za/content/view/59/71>).

For the purposes of Metro bus's operations, the City has been divided into concentric zones, radiating out from the Central Business District (CBD). There are currently six zones, with most of the routes starting from the inner City points in Zone 1. The number of zones a commuter crosses determines the fare. The ticketing system for the bus services has largely been replaced with a tag system. Travellers buy tags from the bus terminal and the cost of the journey is automatically deducted from the tag each time you travel. The number of zones a commuter crosses determines the fare, with ticket prices varying from zone to zone. It is cheaper to use prepaid tags rather than pay cash. A once-off fee for the tag is payable and the top-up amount is then recorded on the tag and deducted as bus trips are made. Different tags are available depending on the commuter's particular needs, with special rates for pensioners, learners and disabled people. Commuters forfeit all unused trips after the expiry date and will forfeit unused trips when changing between the denominations. Normal adult tags are green in colour and come in denominations of 52 trips monthly, 44 trips monthly, 14 trips weekly, 12 trips weekly and 10 trips weekly. The monthly tags must be used within 35 days, while the other tags have an expiry date of 10 days (<http://www.joburg.org.za/content/view/59/71>).

The different coloured Metro bus tags are similar to prepaid phone cards and can be bought at Comp ticket outlets. Commuters who use the tag system and who need to transfer from one bus route to another must do so within two hours of the tag being scanned. To activate tags, the number of zones to be travelled need to be loaded on to the tag. Regular services in and out of Johannesburg are 'name trains'. They are a good and safe, albeit slow, way to get around, and they're relatively affordable. The Algoa links Johannesburg to Port Elizabeth daily, the Amatol runs to East London Sunday to Monday, the Bosvelder runs to Musina daily, the Diamond Express runs to Bloemfontein three times weekly, the Komati runs to and from Komatipoort daily and the Trans Natal links Johannesburg to Durban five times a week.

A number of international bus services leave Johannesburg for Mozambique, Lesotho, Botswana, Namibia, Swaziland and Zimbabwe. The main long-distance bus lines (national and international) depart from and arrive at the Park Station transit centre, in the northwest corner of the City, where you will also find their respective booking offices.

Crime is a very serious problem on the Metro system, mostly on those lines connecting Black townships. The Johannesburg-Pretoria Metro line in particular should also be avoided ( <http://www.joburg.org.za/content/view/59/71> ).

## **2.7 The synthesis and research gap**

Customers expect certain things and if the organisation does not meet those expectations, the customers are dissatisfied. The only way for the organisation to keep a high level of customer satisfaction and still operate efficiently, is to master the art of an optimum level performance which ensures that customers' expectations are consistently met (Samuel, 1999). Previous empirical research in service quality focused primarily on the measurement of service quality in other sectors.

Hence the above sections provide a summary of the theory within which the problem investigated; The sections also put together various views and suggestions from different studies undertaken from different regions and countries; from the above studies it is evident that there is a knowledge gap in addressing bus terminals. Basing on that wisdom, those issues of quality service factors and passenger' satisfactions at bus terminals were not covered.

Furthermore, no study has correlated service quality factors at bus terminals with specific reference to road passengers' satisfaction and independent variables as was the case in this study. This study correlated quality service factors and passengers' satisfaction at bus terminals. For these reasons, there was a need to identify the linkage between quality service factors at the bus terminals as dependent variables and other independent variables related to customer satisfaction.

## **2.8 Theoretical framework and research model**

The theoretical framework of this study was based on Servqual Model. It was developed by Parasuraman *et al.* (1985) in assessing consumer perceptions of service quality in a service organisation. This theory was also used by Kotler (2001) to study Designing and Monitoring service in managing service quality. This theory indicates that in order to determine service quality five determinants are necessary. These are as listed hereunder in the order of importance.

- (1) **Reliability:** ability to perform promised service dependably and accurately.
- (2) **Responsiveness:** willingness to help customers and to provide prompts services.
- (3) **Assurance:** knowledge and courtesy of employees and their ability to convey trust and confidence.
- (4) **Empathy:** provision of caring individualized attention to customers.
- (5) **Tangibles:** appearance of physical facilities, equipment, personnel and communication materials.

As such this model, measures the construct of quality as conceptualised in the service literature. Academia further differentiates between service quality and satisfaction. Satisfaction is a “summary of the psychological state where the emotion surrounding disconfirmed expectations coupled with the consumer’s prior feelings about the consumption experience” (Oliver, 1981). In other words, the perceived service quality is a global justification judgment or attitude, relating to the superiority of the service. Therefore, it is clear that these two constructs are related with the effect that the “incidents of satisfaction” result in the perceptions of service quality over time. The underlying assumption in the study is that, passengers’ satisfaction, which is the dependent variable, is influenced by the following independent attributes (i) Reliability, (ii) Responsiveness, (iii) Assurance, (iv) Empathy and (v) Tangibles. Service providers, regulators and policy makers are mediating variables. In this case, five independent variables influence a single dependent variable mediated by an influence of three intervening variables.

This study operationalises the service quality construct either as a gap between expectation of service, or as just perceived performance alone (Hurley & Estelami, 1998). For that matter,

**1) Reliability** attribute is defined as ability to do what is promised (Kotler, 2000 & Parasuraman *et.al.* 1988). The dimension represents the core of the service and is considered as the most important part of the organisation’s action. It was measured in terms of accurate performance or error-free services at Bus terminals. Basing on this understanding, variables which assisted in the measurement of the service quality dimension were;

- (i) absence of problems (getting it right the first time),
- (ii) to ask on the making of mistakes in the records (of information, money handling, food service),
- (iii) running of programmes and service are on an agreed time,
- (iv) promises are honoured by the service providers at Bus terminals
- (v) consistency in the treatment of all guests (travellers) and

- (vi) different standards of services are clear to patrons through the detailed communication

**2) Responsiveness** attribute was measured in terms of willingness, promptness, helpfulness and timing/delays. Actually, responsiveness was measured through the willingness and determination of the service providers at Bus terminals to help customers (travellers) and to provide quick services (Alzola & Robana, 2005; Kotler, 2000; Parasuraman, *et.al.* 1988). Bigne and co-workers (2001) as well as Getz (1997) suggest the following variables in the measurement of service quality dimension that,

- (i) passengers must get fast and efficient services for the Bus terminal when they need or ask for it,
- (ii) service providers at Bus terminals must return all calls and do follow- ups on all the requests from the travellers,
- (iii) the readiness of Bus terminal service providers to give services and devote enough time to each passenger to answer questions,
- (iv) accessibility of service provider's staff and assistances are there when passengers need and wait for them and
- (v) service providers and volunteers work as a team and in a coordinated manner

**3) Assurance** is when the service provider at Bus terminals recognizes the training and knowledge by the employees and their ability to inspire trust and confidence in the travellers (Alzola & Robaina, 2005; Kotler, 2000 & Parasuraman *et. al.* 1988). The following variables assisted in the measurement of the service quality dimension;

- (i) The competence of service provider's staff at Bus terminals (training of staff, supervision, display of skills and knowledge, appropriate information and tools are at hand to solve problem),
- (ii) Service provider's employees are constantly courteous to passengers in serving all,

- (iii) Security (absence of real and perceived health, safety and financial problems, confidentiality) at Bus terminals,
- (iv) Credibility (honest and trustworthy staff, reputation of (the event) organizers, passengers' belief the organizers have the guest's best interest at heart) at Bus terminals, and
- (vi) Communication at Bus terminals (listening to customers, accurate, understandable, and timely information; assuring guests that their problems will be handled effectively) (Bigne *et.al.* 2001 & Getz, 1997).

**4) Empathy** is the individualised attention that the Bus terminal service providers offer their clients (Alzola & Robaina, 2005; Kotler, 2000 and Parasuraman *et. al.* 1988). Bigne *et. al.* (2001) and Getz (1997) suggest the following variables in the measurement of this service quality dimensions.

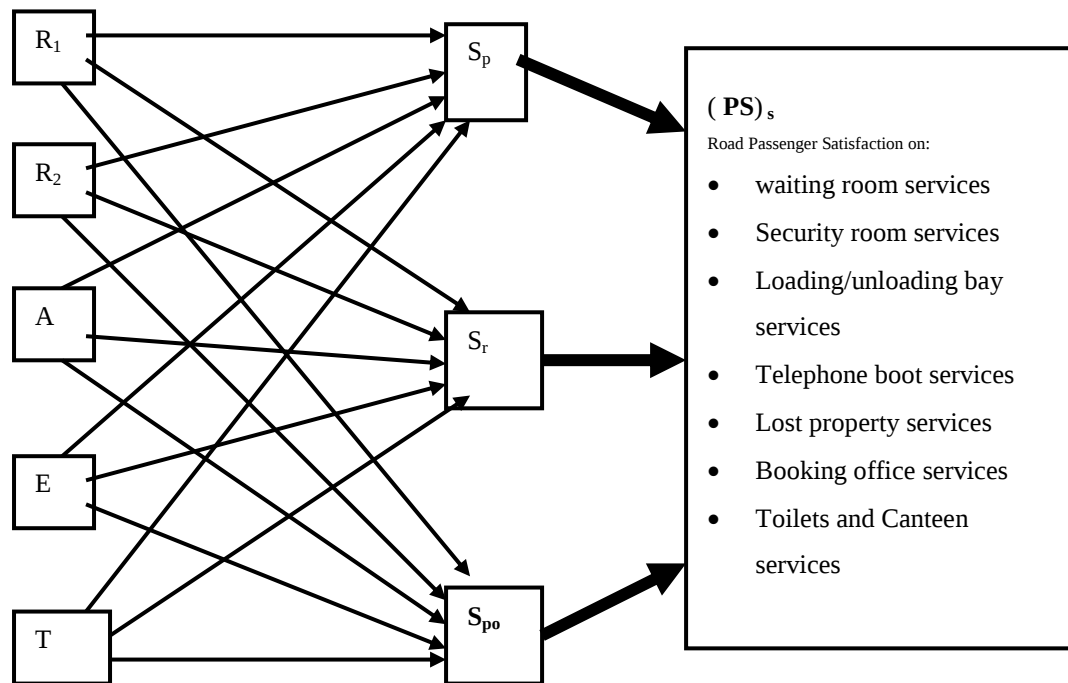
**5) Tangibility** was already discussed as one of the service marketing characteristics in sections 2.1.1; however, it was also classified as one of the service quality dimensions in the SERVQUAL model (Fig 2.1). In the context of this research, Getz (1997) suggests the following variables in the measurement of this service quality dimension in an event management environment:

- (i) the appearance of all the venue and breakaway rooms, setting equipment and personnel,
- (ii) appearance of logos and other physical representations
- (iii) the hours of operation at the venue, and
- (iv) Waiting times and condition in delivering of the service at Bus terminals.

In this study, the SERVQUAL model was therefore was used to develop a visual model illustrated in Figure 2.2. As pointed out by Creswell (1994), the visual model is useful in translating variables into visual picture. Furthermore, Blalock

(1969) puts verbal theories into causal models so that a reader can visualise the interconnections of independent, intervening and dependent variables. In that respect, five independent attributes  $R_1$ ,  $R_2$ , A, E and T influence a single dependent variable  $(PS)_s$  mediated by the influence of three intervening variables  $S_p$ ,  $S_r$  and  $S_{po}$ . Where  $R_1$  is Reliability,  $R_2$  is Responsiveness, A is Assurance, E is Empathy and T is Tangibles,  $S_p$  is Service providers,  $S_r$  is service regulators,  $S_{po}$  is service policy makers and  $(PS)_s$  Road passengers' Satisfaction at Bus terminals.

**Figure 2.2: A visual model of a theory of service quality as measured by reliability, responsiveness, assurance, empathy and tangibles.**



**Source:** Developed by the study from literature review (Garvin, 1984) and (Berry, Parasuraman, & Zeithaml, 1985).

## **1.9 Statement of hypotheses**

The reviewed theories in sections 2.1.4 regarding service quality have linked service quality factors and satisfaction (Bitner, 1990) and (Bolton & Drew, 1991). However, Parasuraman *et. al.* (1985, 1988) developed a quality scale addressing five quality factors as a measurement of service quality. In this study, quality factors are indicated through the performance of terminal service providers, regulators and policy makers. As Creswell (1994) states, the dominant – less dominant design would use a purpose statement and questions/hypotheses posed in the language of the dominant design.

Therefore, in order to strengthen the findings of this study it was found necessary to test the following hypotheses:

**(H<sub>1</sub>)** Service providers are directly related with passengers' satisfaction in bus terminal services.

**(H<sub>1</sub>)** Service regulators are directly related with passengers' satisfaction in bus terminal services.

**(H<sub>1</sub>)** Policy makers are directly related with passengers' satisfaction in bus terminal services.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

Chapter three presents the overall typology of research method and procedures used. It discusses the research design, study areas, study population, sampling techniques and sample size. Furthermore, the chapter presents with justification the fieldwork exercise and all other activities carried out in the field. It outlines the types of data collected and collection methods. Lastly, the chapter portrays the data management methods, data measurement, validity and reliability as well as data editing, coding and analysis methods.

#### **3.1 Research design**

Research design is a logical and systematic plan prepared for directing a research study. It specifies the objective of the study, the methodology and techniques to be adopted for achieving the objectives. It constitutes the blueprint for the collection, measurement and analysis of data (Krishnaswami & Ranganatham, 2007). Also the research design is about translating the conceptualised research aspirations into a practical reality (Ndunguru, 2007). It provides the framework that guides specified type of information gathered, its source, how it is collected, and how the data are going to be analysed (Mboma, 1999).

This study employed the case study design. The case study is the research methodology that focuses on understanding the dynamics present in management situation (Eisenhard, 1989). According to Ndunguru (2007), a case is a unit under investigation. It may be an individual person, particular group of persons, things, a set of relationships, organisations, or a community. The aim in a case study is to investigate the unit across a variety of characteristics. Thus, a case study is characterised by a thorough study of a unit over a range of variables but always maintaining the unitary nature of the unit of inquiry. Aaker *et. al.* (2002) define a

case study as a comprehensive description and analysis of a single situation. This design was adopted because it was less expensive, flexible and easily manageable in the process of data collection and it provides more insight towards obtaining in depth and breadth information about several variables from within a social unit. Employing the case study method, Beer (1988) argues that qualitative research is well suited to ask the broader questions of science, this is unlike 'normal science, which attempts to answer small questions precisely'. Qualitative research based on a well-defined methodology can provide the means to scientifically answer these broader questions that provide new insights. From these advantages, data were collected through unstructured interview. An additional merit included the richness of information from public and private documents such as journals.

However, Questionnaire or structured interviews often fall into this strategy (Thornhill *et. al.* 2003). In this respect, this approach was logical to be used in this particular study because the study wanted to examine the casual relationships between the independent and dependent variables by applying quantitative techniques, which were supplemented by qualitative techniques.

Furthermore, this study employed the dominant – less dominant design to combine the quantitative and qualitative approaches in a single study. This study presents a single dominant paradigm with one small component of the overall study drawn from the alternative paradigm (Creswell, 1994). One of the purposes for combining methods in a single study is developmental, wherein the first method is used sequentially to help inform the second method (Creswell, 1994). Morse (1991) cited in Creswell, (1994) suggests that "methodological triangulation" could occur in two ways: by simultaneous triangulation or by sequential triangulation. In simultaneous triangulation, the researcher answers qualitative and quantitative research questions at the same time in the study. Results to the qualitative questions for example would be reported separately and would not necessarily relate to or confirm the results from the quantitative study. In sequential triangulation, the researcher conducts two phases of the project, with

the results of the first phase becoming essential for planning the next phase. The former methodological triangulation (simultaneous triangulation) was adopted. In this study this method was employed because it presents consistent paradigm picture in this study and still gathered limited information to probe in detail one aspect of this study.

### **3.2 Pilot study**

Pilot study is a small “scale replica” of the main study. It is the rehearsal of the main study and it covers the entire process of research (Krishnaswami & Ranganatham, 2007). It should, therefore, draw subjects from the target population and simulate the procedures and protocols that had been designated for data collection (Cooper & Schindler, 2003). Therefore, pilot study was conducted to detect weaknesses in design and in instrumentation and to provide proxy data for the selection of a sample. Pilot study was conducted at the Ministry of Infrastructure Development (HQ), SUMATRA (HQ), Dar es Salaam city Head Office, Morogoro municipality Head Office, UBT and MBT. The information obtained is shown in Table 3.3.

**Table 3.1 Information obtained from pilot study**

| S/No | Pilot study area                             | Information obtained                                                                                                                                                                                                                                                                              |
|------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Ministry of Infrastructure Development (HQ), | The total number of employees, their level of knowledge, issues involved and concept associated with subject matter                                                                                                                                                                               |
| 2    | SUMATRA (HQ)                                 | The total number of employees, their level of knowledge, issues involved and concept associated with subject matter                                                                                                                                                                               |
| 3    | Dar es Salaam city Head Office               | The total number of employees, their level of knowledge, issues involved and concept associated with subject matter                                                                                                                                                                               |
| 4    | Morogoro municipality Head Office            | The total number of employees, their level of knowledge, issues involved and concept associated with subject matter                                                                                                                                                                               |
| 5    | UBT                                          | Ticketing activities, embarking and disembarking of passengers to and from buses, Bus terminal physical facilities, the total number of employees and people who travel through the bus terminal every year                                                                                       |
| 6    | MBT                                          | Ticketing activities, embarking and disembarking of passengers to and from buses, Bus terminal physical facilities, the total number of employees and people who travel through the bus terminal every year, their level of knowledge, issues involved and concept associated with subject matter |

**Source:** Researcher's pilot survey -2008

### 3.3 Pre-test

Pre-test is a trial test of specific aspect of the study such as method of data collection or data collection instrument, interview schedule and mail questionnaire of measurement scale (Krishnaswami & Ranganatham, 2007). Pre-testing was done at UBT and MBT to test wording, sequencing, and questionnaire layout and fieldwork arrangement. In this respect, pre- testing was conducted to test whether the research instrument elicit responses required to reach the research objectives, to test whether the content of the research instrument is relevant and adequate, to test whether wording of questions is clear and suited to the understanding of the respondents, to test question structure and sequence and to develop appropriate procedure for administering the research instrument with reference to field condition. Moreover, the pilot test was conducted in order to refine the questionnaire so that respondents would have no difficulties in answering the questions (Saunders & Thornhill, 1997).

### **3.3.1 Pre-testing procedure**

The instrument was administered to sixteen (16) sample respondents drawn from Dar es Salaam city and Morogoro municipality. The respondents were interviewed and requested to comment on clarity of the questions. After careful examination and analysis of the pre-test responses, the study got constructive suggestions. Necessary corrections, additions and changes in question wording and sequences were done in order to eliminate the imperfections discovered.

### **3.4 Study areas**

The study was conducted in two selected areas of Tanzania Mainland, namely, Dar es Salaam city and in Morogoro municipality. Very specifically, the study focused on assessing customers' satisfaction at UBT and MBT.

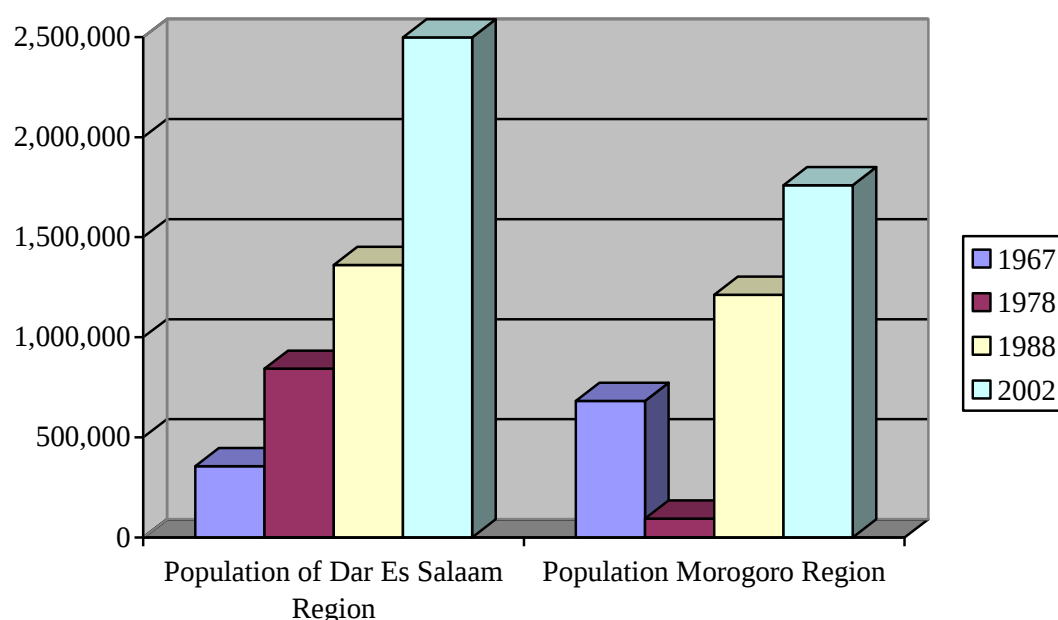
Dar es Salaam city has been growing since late 1940s as evidenced by census conducted in 1948, 1952 and 1957, which shows the population of Dar es Salaam standing at 69,227; 99,140 and 128,742, people respectively. During these periods, City boundaries were within an average distance of less than 5 kilometres from the sea front or the then town centre (UCLAS, 2002). As from 1960s to date, the population of Dar es Salaam has increased rapidly from 356,286 in 1967 to 2,497,940 in 2002 and the population of Morogoro region has increased from 682,700 in 1967 to 1,759,809 in 2002 (Table 3.2 & Figure 3.1). For that reason, the demand for public transport to serve people living far away from their work places and other important social services has become eminent.

**Table 3.2: Populations of Dar es Salaam and Morogoro Regions**

| Year | Population of Dar es Salaam Region | Population of Morogoro Region |
|------|------------------------------------|-------------------------------|
| 1967 | 356,286                            | 682,700                       |
| 1978 | 843,090                            | 193,957                       |
| 1988 | 1,360,850                          | 1,212,659                     |
| 2002 | 2,497,940                          | 1,759,809                     |

**Source:** URT, (1967, 1978, 1988 and 2002)

**Figure 3.1: Populations of Dar es Salaam and Morogoro Regions**



**Source:** URT, (1967, 1978, 1988 and 2002)

### **Ubungu Bus terminal (UBT)**

The choice of UBT was based on the following reasons:

- (a) UBT is located in Dar es Salaam city with unique status of being the biggest City in the United Republic of Tanzania, centre of government administration, industry, commerce, banking activities and an attraction to

travellers. Other reasons include availability of hotels where travellers can stay, several academic institutions, health centres and numerous types of vehicles. Given its commercial, experience it is expected that the data might be easily available compared to other up-country urban centres.

(b) UBT, unlike other bus terminals in the country, has more contacts with the external world; it is the interface of various mode of transport including Mwalimu Nyerere International Airport, Dar es Salaam Port, Tanzania Railways Limited (TRL) Station and Tanzania-Zambia Railways Authority (TAZARA) station.

(c) UBT, unlike other bus terminals in the country, had more indicators to be studied.

#### **Msamvu Bus terminal (MBT)**

The choice of MBT in Morogoro municipality was based on its location being the centre and junction that host transit cum inter-urban road passengers from Southern regions, central regions and western regions of the United Republic of Tanzania. Other reasons include presence of academic institutions, agriculture activities that stimulate businesses between western and eastern zones. In this respect, MBT was selected to represent other bus terminals to be studied in Tanzania.

### **3.5 Population and sampling techniques**

Population refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran, 2006). It is the aggregate of all the units pertaining to a study (Krishnaswami & Ranganatham, 2007). In this sense, the population of this study was 39,916 people who travel through the two bus terminals every year. The other population was made up of 772 employees from the Ministry of Infrastructure Development (HQ), 46 employees from SUMATRA (HQ), 516 employees from Dar es Salaam city (HQ), 377 employees from

Morogoro municipality (HQ), 26,387 people from UBT, and 11,818 people from MBT. Not all the people were interviewed; a sample was selected to represent each category of people. The selected interviewee however bore some characteristics presented in Appendix VII.

### **3.6 Sample size**

The exact number of items selected from a population to constitute a sample is what we call sample size (Kamuzora, 2008). This includes the respondents from transit cum inter-urban road passengers at two bus terminals of Ubungu in Dar es Salaam city and Msamvu in Morogoro municipality, key informants from Ministry of Infrastructure Development (HQ), SUMATRA (HQ), Dar es Salaam city (HQ) and Morogoro municipality (HQ). Roscoe (1975) in Sekaran (2008) proposes the following rule of thumb for determining sample size. Sample sizes larger than 30 and less than 500 were appropriate for most researchers. Where samples are to be broken into sub samples; (male/female, juniors/seniors) a minimum sample size of 30 for each category is necessary.

Due to the qualitative nature of this study, a small sample of individuals or groups was invariably chosen. This was because it was not possible to get engaged into rigorous examination of all the factors as this would have entailed huge costs and energy expenditure. An increase in sample size leads to an increase in the increase the precision of the sample results; a larger sample size does not guarantee the accuracy of the results (Krishnaswami & Ranganatham, 2007). In this respect, this study used a small sample, meaning that the generalisability of the findings was restricted (Table 3.3).

**Table 3.3: Sample size**

| Organisation                               | Respondent                             | Number     | Percentage    |
|--------------------------------------------|----------------------------------------|------------|---------------|
| Ministry of Infrastructure Development(HQ) | Director of Road Transport             | 1          | 16.67         |
|                                            | Head/surface transport section         | 1          | 14.29         |
|                                            | Surface Transport officers             | 3          | 1.35          |
| SUMATRA(HQ)                                | Director of Road Transport Regulation  | 1          | 12.50         |
|                                            | Road Transport Managers                | 2          | 13.30         |
|                                            | Road licensing and monitoring officers | 4          | 12.67         |
| Dar es Salaam City(HQ)                     | City Director                          | 1          | 100           |
|                                            | Officers                               | 5          | 3.93          |
| Morogoro Municipality (HQ)                 | Municipal Director                     | 1          | 100           |
|                                            | Officers                               | 5          | 100           |
| Ubungu Bus Terminal                        | Terminal Manager                       | 1          | 100           |
|                                            | Terminal Engineer                      | 1          | 100           |
|                                            | Terminal Officers                      | 5          | 65.50         |
|                                            | Bus passengers                         | 50         | 0.87          |
| Msamvu Bus Terminal                        | Terminal Manager                       | 1          | 100           |
|                                            | Terminal Engineer                      | 1          | 100           |
|                                            | Terminal Officers                      | 5          | 100           |
|                                            | Bus passengers                         | 50         | 2.50          |
| <b>TOTAL</b>                               |                                        | <b>131</b> | <b>943.51</b> |

**Source:** Researcher's pilot survey-2008

### 3.7 Sampling techniques

Sampling techniques or methods may be classified into two types: (a) Probability or Random Sampling, and (b) Non-probability or Non random Sampling (Krishnaswami & Ranganatham, 2007) and (Kothari, 1997).

#### **Probability or random sampling**

This is based on the theory of probability; it provides a known none-zero chance of selection for each population element. In probability sampling, every population has a chance of being selected (Krishnaswami & Ranganatham, 2007). It is the

method of sample selection, which gives each possible sample combination an equal probability of being picked up and each item in the entire population to have an equal chance of being included in the sample (Kothari, 1980).

### **Non-probability or non random sampling**

Non –probability sampling does not adopt the theory of probability and it does not give a representative sample of the population (Krishnaswami & Ranganatham, 2007). It is the sampling procedure which does not afford any bases for estimating the probability that each item in the population has of being included in the sample (Kothari, 1994).

#### **3.7.1 Sampling technique applied in this study**

In this study, a non-probability or non random sampling (Quota sampling) was adopted to select transit cum inter-urban road passengers for formal interviews at each bus terminal. According to Hair, Bush and Ortinau (2006), Quota sampling involves the selection of prospective participants according to specified demographic characteristics or specific behaviour. It is therefore a method of stratified sampling in which the selection within strata is non-random (Krishnaswami & Ranganatham, 2007). The purpose of quota sampling is to ensure that pre specified subgroups of the target population are presented on the relevant sampling factors. The objective of using quota sampling was to have a proportional representation of the strata of the target population for the total sample and have certain characteristics describe the dimensions of the population (Cooper & Schindler, 2003).

This technique was adopted because it is considerably less expensive and it takes less time. Furthermore, in applying quota sampling technique there was no need for listing the population, and a fieldwork can easily be organised. Therefore, it was logical to be applied in this study. Key informants were sampled purposively, in order to obtain a representative sample (Kothari, 1994). The respondents from

two locations were chosen to fulfil earlier criteria or characteristics discussed above.

### **3.8 Fieldwork exercise**

Fieldwork consisted of several activities like selection and training of investigators, planning fieldwork logistics, field operation for data collection by observation and/ or interviewing and field administration.

#### **3.8.1 Selection and training of investigators**

The quality of data collected in any survey depends ultimately upon the capabilities and skills of the investigators (Krishnaswami & Ranganatham, 2007). Two research assistants were involved in data collection work. The first research assistant was an undergraduate student from Sokoine University of Agriculture (SUA) and the second research assistant was advanced diploma student from National Institute of Transport (NIT). These two research assistants were tested in order to determine their ability to follow instructions and accuracy in recording, summarizing and classifying data. However, a training program through a short orientation course was conducted to the research assistants. At this time, the research assistants were oriented in the background of areas of this study, the survey objectives, its design, and the type of respondents from whom the data were to be collected and the techniques of interviewing.

#### **3.8.2 Planning fieldwork logistics**

It was vital to plan operation logistics before we started data collection process. Planning of interviewing logistics comprised familiarization, transportation, accommodation and interview strategy. Data collection job was started after getting permission from the respondents' management. Before data collection was done, an introduction meeting with the management was conducted in each firm. Actually, the purposes of the meeting were to create a good relationship with the management. The meeting also provides an opportunity for the researcher to

explain the purpose of the survey to the management and cleared the doubt from other workers.

### **3.8.3 Fieldwork operations**

Transportation and food stayed did not pose many problems in my fieldwork because Quota sampling which was involved in my study solved these difficulties. UBT was reached by using City buses and after finishing data collection at UBT, researchers travelled from Dar es Salaam to Morogoro and from Morogoro to Dar es Salaam by inter urban buses. During data collection at MBT, the field was reached by foot. All interviewers as a team covered the selected area intensively in turn partly for operational purpose and partly for reducing changes for feedback between those interviewed and those still to be interviewed. Passengers were interviewed during waiting time before embarking into the buses for departure. This was because at arrival time when passengers were disembarking from buses, we assumed that they could be tired to respond to our questions and therefore we would be wrongly informed.

### **3.8.4 Field administration**

Field administration involved fieldwork scheduling and monitoring, supervision and fieldwork review. One hundred (100) questionnaires were distributed to respective Bus terminals that are fifty (50) questionnaires to road passengers at UBT and another fifty (50) questionnaires to MBT road passengers. Questionnaires were delivered by hand to the respondents and thereafter, respondents were requested to respond on the spot instead of travelling or exiting from the terminal with questionnaires.

The various operations of fieldwork regarding contacting and interviewing passengers were done as scheduled. Interviewing of passengers was conducted in the morning hours, and in the evening hours researchers were dealing with observation activities. This schedule was used consistently for both study areas UBT and MBT. The major researcher supervised the fieldwork. Daily meetings

were conducted in order to have briefing with the field staff, to attend to their queries and difficulties, and to work out solutions to problem that emerged. Field review was done in order to test whether all the interviews claimed by interviewers were in fact made, to test the interview output (in that sense the rate of interviews conducted per day and the response rate were tested) and to test the quality of interviewing.

Data collection was done between November 2007 and May 2008. The work was conducted simultaneously at the two bus terminals. This was possible because data collection from those bus terminals was not much involving.

### **3.9 Types of data collected and the collection methods**

Two types of data were collected, primary and secondary data.

#### **3.9.1 Collection of primary data**

The collection of primary data was done through unstructured interview (Appendices II and III), observation (Appendix IV) and structured questionnaire (Appendix I).

##### **Collection of primary data using unstructured interview**

Using unstructured interview, predetermined questions and standardised techniques of recording information were followed. Unstructured interview are characterised by a flexibility of approach to questioning, and the interviewer is allowed greater freedom to ask, and where the need be, supplementary questions were included and omission of certain questions was carried out as the situation so required (Krishnaswami & Ranganatham, 2007). As Kamuzora (2008) states, self-administered questionnaires are used in a variety of techniques. The researcher himself can fill the in questionnaires by asking a respondent a series of questions. Also, Kothari (2004) observes that personal interview method requires a person known as the interviewer to ask questions generally in a face-to-face interaction with the other person or persons. (At times the interviewee may also ask certain

questions and the interviewer may respond to these, but usually the interviewer initiates the interview and collects the information). In that sense, unstructured interviews were used to obtain the information from key informants. Seven (7) informants from SUMATRA were interviewed on information regarding the extent of Reliability, Responsiveness, Assurance, Empathy and Tangibles for transit cum inter-urban road passenger transport services were attained.

The Director of Road Transport Regulations, The Road Licensing and Monitoring Manager, The Road safety and technical manager and Four Senior officers (two officers from Road licensing and monitoring department and other two officers from technical and safety department) were interviewed in different days. In the first day, we interviewed the Director of Road Transport Regulation. On the second day, we interviewed the Road Licensing and Monitoring Manager. On the third day, the Road Safety and Technical Manager were interviewed and lastly on the fourth day four (4) Road licensing and Monitoring Officers were interviewed.

Furthermore, researchers administered the interviews to thirty-one respondents, by using unstructured interview. The information was collected from the informants at the Ministry of Infrastructure (HQ), Dar es Salaam city (HQ), Morogoro municipality (HQ) UBT and MBT. Diaries were used to record responses from the respondents. The diary method was adopted because it was more economical and it provides a safe base for generalization. The interviews attained the information regarding independent and dependent variables of this study reflected on the conceptual model from the previous chapter in Figure 2.2:

### **Collection of primary data using observation method**

The collection of primary data was done through observation (Appendix IV). Observation is a systematic viewing of specific phenomenon in its proper setting for the specific purpose of gathering data for a particular study (Krishnaswami & Ranganatham, 2007). A non- participation observation technique was employed. Observers stand apart and did not participate in the phenomenon observed

(Krishnaswami & Ranganatham, 2007). Observers have a predetermined set of categories of activities or phenomena to be studied Kamuzora (2008). Researchers observe events directly and indirectly. By direct observation, researchers in the current study observed events directly when they were taking place, this technique was chosen because of the flexibility it offers and it allows the observers to see and record suitable aspects of events and behaviour as they occur. By indirect observation, researchers recorded events by photographic devices (*Faces of bus terminal user on the photographs were hidden because of ethical matters*). This method was chosen because it was less biased and less erratic in recording accuracy. In this respect, observation was done both at UBT and at MBT. During this exercise, physical environment, behavioural/action related to activities and organisation climate were documented.

#### **Collection of primary data using structured questionnaire**

One set of structured questionnaire (Appendix I) was used to gather information from selected transit cum inter-urban road passengers. The 5 -point Likers Scale approach was adopted. A scale is a series of grades, levels or values that describe various degrees of something (Kamuzora, 2008). The Likert Scale in which the researcher asks the respondents to show how strongly they agree or disagree with a statement or series of statements was used because it is a common approach and was easily understood by the respondents. However, this method was chosen because it encouraged participants to respond very openly. All questions were translated into Kiswahili and few passengers responded in English language.

#### **3.9.2 Collection of secondary data**

This refers to the information collected for the purpose other than that of the researcher- in this sense the researcher becomes the secondary user of the data (Finn White & Walton, 2000). The current study included secondary data to discover what other work has already been carried out on this subject, which enabled the researcher to focus the study and explain primary data and saved time, effort and money. Secondary data were reviewed for suitability, reliability and

adequacy for the study. The data collected were either published or unpublished. The published data came from the Ministry of Infrastructure Development offices (HQ), the Surface and Marine Transport Regulatory Authority (SUMATRA) offices, Dar es Salaam city offices, Morogoro municipality offices, UBT and MBT offices. In addition, data from scholars and research works, public or private individuals and organisations was consulted as reflected in the references of this study.

### **3.9.3 Non-responses and control methods**

Non-responses refer to the failure of obtaining responses from some sample respondents (Krishnaswami & Ranganatham, 2007). Krishnaswami and Ranganatham (2007) observe further that the sources of non-response include *non-availability, refusal, incapacity and inaccessibility*. In the process of data collection, there were respondents who were not available during the scheduled time. The Director of Road Transport (from the Ministry of Infrastructure development), the Director of Road Transport Regulations (SUMATRA), the City Director (Dar es Salaam city) and the Municipal Director (Morogoro municipality) were in this category. Some of them were reported to be too busy with meetings and others were out of their workstations. Since it was vital to get responses from these key informants, the next visits were planned accordingly and the problem of this kind of non-response was solved.

*Controlling the refusals*, the respondents were given ball pens to use in filling in the questionnaires and those pens were left with them as an incentive for their assistance. To Control the non- response caused by incapacity or inability, researchers filled in questionnaires in this way to assist respondents who were not able to write. To reduce either the percentage or the effect of non- response, researchers administered the control methods above although nothing more could be done at this particular stage. According to Babbie (1973), a response rate of at least 50% can be regarded as adequate for analysis and reporting. A response rate of at least 60% is good and a response rate of 70% is very good. In this respect, a

response rate of this study was 92.36%, which was very good for analysis and report, and it was based on the number of completed questionnaires.

### **3.10 Data management**

#### **3.10.1 Data cleaning**

Every field questionnaires was checked for possible errors and incompleteness once research assistants brought them. Incomplete or erroneous questionnaires were discarded since it was not possible to trace back the original respondents. The briefing discussions were held with each research assistant in order to ensure that the data collection process was conducted properly. After making possible questionnaire corrections, immediately serial numbers and names of the bus terminals where they were collected were given. This helped to avoid mixing of the questionnaires from different bus terminals and thereby eliminating the worry of careful handling.

#### **3.10.2 Data editing**

Editing is the process where raw data are checked for mistakes made by either the interviewer or the respondent (Hair *et al.*, 2006). It is a process of checking to detect and correct errors and omissions (Krishnaswami & Ranganatham, 2007). The basic purpose of editing is to impose some minimum quality standards on the raw data and it involves the inspection, and if necessary, corrections of each questionnaire or observation form (Gilbert & Churchill, 2002). At the end of data collection, all completed questionnaires were edited in order to detect errors and omissions and thereby errors were corrected and omissions were rectified. Data editing comprised two stages, one at the time of recording the data and the second at the time of analysing data.

##### **Data editing at the time of recording**

Documented editing and testing of data at the time of data recording was done in order to check if data were consistent, if missing values set to standardized values were the same to all research questions, if variable descriptions had been specified

and if labels for variable names and value labels had been defined and written. All editing and cleaning steps were documented in order to make sure that the redefinition of variables could be easily incorporated into the data set.

#### **Data editing at the time of analysis**

The second stage of data editing was carried out before data analysis. This was done to ensure that the data were complete in all respects for subjecting them to further analysis. This stage was vital because it was employed to check the completeness of the coding frame, the readability and reliability of the storage medium and the correctness of the number of cases. This editing step was done to ensure that data set created were accurate and consistent.

#### **3.10.3 Data coding**

Data coding involves grouping and assigning values to responses to the questions on the survey instrument (Hair *et al.* 2006). It is a technical procedure by which raw data are transformed into symbols and most often symbols are numerical, because they can be tabulated and counted more easily (Gilbert & Churchill, 2002). At the end of data collection, data were coded by categorizing answers from the respondents into a limited number of classes. In this sagacity, the coding method involved the transcription of data from the questionnaire to a coding sheet. In so doing coding errors were reduced to the minimum level. All edited and coded data were organised for computer analysis using Statistical Package for Social Sciences (SPSS windows spreadsheet version 15.0).

#### **3.10.4 Data measurement**

##### **Operationalization of variables**

Operationalization of variables is the construction of actual, concrete measurement techniques; the creation of “operations” that will result in the desired measurements (Babbie & Mouton, 2001). This is the development or choice of specific research procedures (operations) that will result in representing the

concepts of interest (Babbie, 1989). In this study, the measurement of social and psychological variables was important because the study tests the theory through the hypotheses derived from it and these hypotheses were verified statistically. For this reason, it is only logical that the variables are statistically measured. Furthermore, it assisted to categorise and classify the behaviours observed and to study the relationship between variables. Torgerson (1959) in Krishnaswami and Ranganatham (2007) defines measurement as the assignment of numbers to the objects to represent amounts or degrees of a property possessed by all of the objects. Measurement consists of rules for assigning numbers to the objects in such away as to represent quantities of attributes (Gilbert & Churchill, 1980). Krishnaswami and Ranganatham, (2007) provide four levels of measurements including nominal measurement, ordinal measurement, interval measurement, and ratio measurement. This study decided to use two measurement scales (nominal and ordinal levels), because it was reasonable, and the variables that can be measured at ratio and interval levels, can also be measured at ordinal and nominal levels (Krishnaswami & Ranganatham, 2007).

**Nominal measurement:** The term nominal pertains to the act of naming. Here we are assigning our subjects, our units of analysis, to particular category of a variable. These categories represent differing attributes, not quantities (Sirkin, 1999). This level of measurement involves the categorisation of variable into several nominal sub- classes by assigning numerals or any other symbols to mutually exclusive sub- classes. It indicates no order or distance relationship and has no arithmetic origin (Krishnaswami & Ranganatham, 2007). In this study, nominal measurement was used to categorise personal variables including age, sex, level of education, marital status and occupation of the respondents.

**Ordinal measurement:** In this level of measurement, objects or persons are ordered by rank from the least to the most or on a continuum, with respect to the operationally defined property. Ranks are assigned in ascending or descending orders (Krishnaswami & Ranganatham, 2007). Ordinal measurement therefore,

refers to order or ordering and suggests a quantifiable ranking from the most to the least or some other logical sequence or ordering of variable's categories (Sirkin, 1999). In this study, ordinal measurement was used to measure the respondent's opinions. The approach of 5 points Rensis Likert summated rating scale was adopted by formulating pre-determined statements related to travelling characteristics requiring passengers to indicate which rating corresponded to their own view. The current study choose this scale because it captures structures among the measuring variables and it is an efficient method of data collection which allows data to be summarised in a simple numerical score, it is also a widely used method (Willson, 1994 & Esterby-Smith *et al.* 1995 in Mboma, 1999).

**Likert scale:** This is by far the most popular of all measurement scales. Likert-type scales are developed by utilising the item analysis approach whereby a particular item is evaluated on the basis of how well it discriminates between those persons whose total score is high and those whose score is low ( Kothari, 1997). It is meant for measuring ordinal attributes like attitudes (Krishnaswami & Ranganatham, 2007). It may be considered to be ordinal, going from the most agreed to the least agreed (Sirkin, 1999). The Likert summated rating is further discussed in sections 3.12.1 of data analysis (see the advantages and weaknesses of Likert-type scales in Table 3.4.

**Table 3.4: The advantages and weaknesses of Likert-type scales**

| <b>Advantages</b>                                                              | <b>Weaknesses</b>                                                                                                                             |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| It is relatively easy and quick to construct.                                  | Lack of reproducibility; the same total score may be obtained in many different ways.                                                         |
| It is considered more reliable so it is easy to be used.                       | The scale offers no metric or interval measures.                                                                                              |
| It provides more precise information about a respondent's degree of agreement. | It assumes that all items in the Likert scale have equal weights.                                                                             |
| It is one-dimensional, i.e., all items measure the same thing.                 | In this scale we can simply examine whether respondents are more or less favourable to a topic, but we cannot tell how much less they are.    |
| It can easily be used in respondent-centred and stimulus-centred studies.      | The total score of an individual respondent has little clear meaning since a given total score can be secured by a variety of answer patterns |

**Source:** Kothari, 1997, Research Methodology Methods and Techniques, New Age International (P) Limited, Publishers, New Delhi page 104-107 and Krishnaswami O, R and Ranganatham (2007) Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai p. 242-244.

### **3.10.5 Reliability**

Reliability as used in statistics means how closely we can reproduce from a sample the results that would be obtained if we took a complete census, using the same methods of measurement (Spurr & Bonini, 1977). It is about consistency of the results obtained from measuring instrument in a piece of research. If the measurement instrument is a questionnaire, then the questions included should obtain the same answer from a person each time it is asked (Finn, White & Walton, 1980). Reliability in this context has to do with an individual's consistency in responding in the same way to a specific item over time. If responses remain the same over time, the scale is considered to be reliable. If responses change, the scale may not be reliable (Sirkim, 1999). It tests how consistently a measuring instrument measures whatever concept it is measuring. To achieve reliability /dependability in case study research demands the enactment of case study procedures so as to identify a documentation trail. The approved case study techniques for reliability tests are to establish the case study protocol during

data collection, the execution of an interview protocol and establishment of a case study database (Eisenhardt, 1989; Merriam, 1988 & Parkhe, 1993). The formation of a case study data allows other researchers to access the files (Yin, 1994). Employing the techniques noted above in improving reliability provides for greater cohesion of explanation. This results in a more dependable understanding of the nature of the phenomenon under investigation (Hirschman, 1989).

Split-half equivalence (Nunnally, 1978) measure of multi-scale using Cronbach's alpha coefficient (Peter, 1989) was used to measure reliability of a multi-scale as the acceptable and most used approach (Churchill, 1979, 1997 in Mboma, 1999). The results show that the alpha coefficient reliability statistics is ranging between 0.88 and 0.90, which is above the acceptable minimum of 0.5 (Nunnally & Bernstein, 1994). This implies that the sample items were good in measuring what it was supposed to measure and that internal consistency of the measurements is acceptable.

#### **3.10.6 Validity**

The use of validity to evaluate data was considered in both qualitative and quantitative research approaches adopted in this study. Validity tests how well an instrument that is developed measures the particular concept it is intended to measure (Sekaran, 2006). Validity assesses errors arising from bias, measurement, conceptualisation, and design of the research. The importance of validity lies in the drawing of conclusion (Mboma, 1999). The main threat to valid interpretation is imposing one's own framework or measuring rather than understanding the perspective of the people studied and the meanings they attach to their words and actions (Maxwell, 1996). The strategy that means systematically soliciting feedback about one's data and conclusions from the people one is studying (Maxwell, 1980). The main threat to valid description, in the sense of describing what one sees, is the inaccuracy or incompleteness of the data. Ensuring of validity different steps was taken.

Firstly, the data were collected from reliable sources with the respondents of reasonable age and knowledge.

Secondly, survey questions were made basing on literature review and a frame of reference to ensure the validity of the results.

Thirdly, questionnaires were pre tested before starting the survey, and fourthly data were collected in three weeks, within this short period of time no major event had been changed related to the topic.

Fifthly, quota sampling was employed whereby only those respondents who have similar and controllable characteristics were selected. In doing so, we eliminated extraneous variations due to demographic characteristics, altitudes or specific behaviour of the respondents.

Lastly, validity was established by the use of case analysis, cross case analysis, pattern matching, expert peer review and the development of diagrams, illustration and data matrices to demonstrate the internal consistency of the information collected.

### **3.11 Data analysis**

The purpose of analysis is to obtain meaning from the collected data (Gilbert & Churchill, 2002). The overall data analysis involved statistical analysis of one and more than one variable. Relationships between service providers and passengers' satisfaction were studied.

#### **3.11.1 Analysis of quantitative data**

Univariate analysis was used to look at the characteristics or individuality of passengers by observing differences using the proportions expressed in percentages. A simple tabulation approach which involves counting a single variable (Gilbert & Churchill, 2002) was adopted. This indicates that the tabulation

for each variable is independent of the tabulation for other variables. The results were used to explain the characteristics of passengers in terms of age, sex, level of education, marital status and occupation. The percentages were calculated using the following formulae:

$$P = \frac{f}{N}(100\%)$$

P = proportion or percent age

f = number of cases in given category

N= total number of cases in the distribution

The item analysis approach was applied by using 5 points Likert scale that, was expressed either as a favourable or unfavourable attitude towards the given object to which the respondents were asked to react. In that sense, qualitative data were converted into Likert scales by developing some justifiable ratio scheme. The response which indicated the least favourable degree of service quality was given the least score (say 1) and the most favourable was given the highest score (say 5).

- (i) **Strongly Agree:** Means that the quality of services provided by the service providers was considered to be very satisfactory and was assigned code -5.
- (ii) **Agree:** Means that the quality of services provided by the service providers was considered to be satisfactory and was assigned code - 4.
- (iii) **Uncertain:** Means that the quality of services provided by the service providers was considered to be neither satisfactory nor unsatisfactory and was assigned code -3.
- (iv) **Disagree:** Means that the quality of services provided by the service providers was considered to be unsatisfactory and was assigned code -2.
- (v) **Strongly disagree:** Means that the quality of service provided by the service providers was considered to be very unsatisfactory and was assigned code -1.

A respondent's overall attitude score was calculated by the summation of the scored values associated with the statement rated. "By using the summation of the

weights associated with all statements, the researcher can tell whether a person's attitude toward the object is positive or negative" (Hair *et al.* 2006). If the instrument consists of, say 30 statements, the following score values would be revealing:

$30 \times 5 = 150$  Most favourable response possible

$30 \times 3 = 90$  A neutral attitude

$30 \times 1 = 30$  Most unfavourable attitude.

The score for any individual fell between 30 and 150. If the score happens to be above 90, it shows favourable opinion to the given point of view, a score of below 90, would mean unfavourable opinion and a score of exactly 90 was suggestive of a neutral attitude (Kothari, 2004). Service providers were classified into seven categories as follows;

- (i) Waiting room service providers,
- (ii) Security/police post service providers,
- (iii) Loading/unloading bay service providers,
- (iv) Telephone booth service providers,
- (v) Lost property room service providers,
- (vi) Booking office service providers and
- (vii) Toilet and Canteen services providers.

These seven categories of service providers were used to formulate seven statements.

Bivariate analysis was used to determine the relationship between service provider and passengers' satisfaction at Ubungo and Msamvu bus terminals. However, descriptive statistics was applied to all variables as multivariate analysis to determine passenger distributions and the data were presented in the tabular form, in the type of frequencies and percentages. Multivariate analysis provided explanations that were more complete and permitted causal relationship through statistic control of the data (Krishnaswami & Ranganatham, 2007).

Cross tabulation and percentage differences was used. In cross tabulation two or more of the variables were treated simultaneously, therefore, the numbers of cases that have the joint characteristics were counted (Gilbert & Churchill, 2002).

The second stage of analysis of quantitative data involved the multiple correlation analysis approach.

$$R_{xyz} = \sqrt{\frac{r_{xy}^2 + r_{xz}^2 - 2r_{xy}r_{xz}r_{yz}}{1 - r_{yz}^2}}$$

Multiple correlations (R) showed the combined effects of two or more independent variables on dependent variable (Krishnaswami & Ranganatham, 2007). Actually, the multiple correlations are simply a mathematical extension of Pearson's r (Sirkin, 1999). It serves as a measure of the degree of association between one variable taken as the dependent variable and a group of other variables taken as the independent variables and it also serves as a measure of goodness of fit of the calculated plane of regression and consequently as a measure of the general degree of accuracy of estimates made by reference to the equation for the plane or regression (S.P.Gupta & M.P.Gupta, 2003). Therefore, the study hypothesis was tested by determining significance levels. In this respect, the relationship between road passengers' satisfaction with independent variables was measured.

### **3.11.2 Analysis of qualitative data**

Data collected using the unstructured interviews were analysed qualitatively. There is no standardised approach to the analysis of qualitative data (Saunders, Lewis & Thornhill 1995). There are many qualitative research traditions or approaches, with the result that there are also different strategies to deal with the data collected.

Since the data were collected from small sample of transport service regulators and transport service policy makers, the statistical tests were ineffective. In that sense, the qualitative analysis was used basing on the information received from the key informants emerging from the research findings. The data were organised *categorically* and chronologically by classifying them into meaningful categories basing on the theoretical propositions explaining what researchers expect to find. The identification of these categories was guided by the purpose of this research as expressed through research questions and objectives.

In additional, the data were classified to the appropriate categories, reviewed repeatedly and continually coded. Field notes and diary entries of qualitative interviews and observations were used in the context of supplementing the quantitative method to analyse the relationship between the dependent and independent variables of this study.

## **CHAPTER FOUR**

### **PRESENTATION OF FINDINGS**

#### **4.0 Introduction**

Chapter Four presents the findings of the study based on the methodology of this study described in Chapter Three. This chapter is very important because it constitutes the new knowledge the study contributes to the world. It comprises two parts, Part one presents the hypothesis testing and part two is the qualitative findings.

Part one presents the quantitative findings and the hypothesis regarding the relationship between Service providers and Passenger's satisfaction at bus terminals. As Day (1995) puts it rightly that if one or only a few data are to be presented, they should be treated descriptively in the text. Repetitive data should be given in tables or graphs. In this respect, the results reported are as accurately and completely as possible, showing how they bear on the study hypotheses. The results for the most of the findings are presented using tables.

Part two presents the qualitative findings. It highlights the transport characteristics of Dar es Salaam city, the background of UBT, its vision and mission. It portrays the characteristics of services and service providers at UBT. This part also highlights the transport characteristics of Morogoro municipality, the vision and mission of Morogoro urban centre, the background of MBT, the characteristics of services and service providers at MBT. Lastly, this part provides the findings from Transport service regulators and policy makers.

## **PART ONE: HYPOTHESES TESTING**

### **4.1 The relationship between service providers and passenger's satisfaction at bus terminals**

Fifty (50) and forty seven (47) respondents from Ubungo and Msamvu Bus terminals respectively responded to the questions on this aspect and the following score values were revealed:

#### **(a) Ubungo bus terminal**

$7 \times 5 \times 50 = 1750$  most favourable response possible

$7 \times 3 \times 50 = 1050$  A neutral attitude

$7 \times 1 \times 50 = 350$  most unfavourable attitude

The total score value of all respondents at UBT was between 350 and 1750. When the total scores happened to be above 1050, it indicates favourable opinion of the given options, a total score of below 1050 shows unfavourable opinion and a total score of exactly 1050 suggests a neutral attitude.

#### **(b) Msamvu bus terminal**

$7 \times 5 \times 47 = 1645$  most favourable response possible

$7 \times 3 \times 47 = 987$  A neutral attitude

$7 \times 1 \times 47 = 329$  most unfavourable attitude

The total score value of all respondents at MBT was between 329 and 1645. When the total scores happened to be above 987, it indicates favourable opinion of the given options, a total score of below 987 shows unfavourable opinion and a total score of exactly 987 suggests a neutral attitude.

#### **4.1.1 Bus terminal service providers vis-a-vis reliability attributes**

Question 7 (attached in Appendix III) asked the respondents to say whether the service providers are able to perform the promised services very carefully or

without errors. The respondents marked one of the options that best reflects his/her opinion. Their responses are illustrated in Tables 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7 and 4.8.

**Table 4.1: Frequency distribution of the respondents by bus terminal on waiting room services**

| Bus terminals |       | Responses      |       |           |          |                   | Total |
|---------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|               |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo        | Count | 1              | 19    | 8         | 14       | 8                 | 50    |
|               | %     | 2.0            | 38.0  | 16        | 28.0     | 16.0              | 100.0 |
| Msamvu        | Count | 1              | 10    | 7         | 20       | 9                 | 47    |
|               | %     | 2.2            | 21.7  | 15.2      | 41.3     | 19.6              | 100.0 |
| Total         | Count | 2              | 29    | 15        | 34       | 17                | 97    |
|               | %     | 2.1            | 29.9  | 15.5      | 35.1     | 17.5              | 100.0 |

**Source:** Field data-2008

Table 4.1 indicates that 14(28.0%) and 19(41.3%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that, the waiting room service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be unsatisfactory. 19(38.0%) and 10(21.7%) of the respondents from Ubungo and Msamvu Bus terminals agreed that the waiting room service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be satisfactory. Again, Table 4.1 indicates that, 8(16.0%) and 9(19.6%) of the respondents from Ubungo and Msamvu bus terminals respectively, strongly disagreed that the waiting room service providers are able to perform the promised services very carefully or without errors. These results reveal that the services provided were considered to be very unsatisfactory. Other results indicate that, 1(2.0%) and 1(2.2%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly agreed that the waiting room service providers were able to perform the promised service

dependably and accurately. These results reveal that the service provided was considered to be very satisfactory. However, 8(16.0%) and 7(15.2%) of the respondents from Ubungo and Msamvu Bus terminals respectively were uncertain that the waiting room service providers are able to perform the promised services very carefully or without errors; this result indicates that the quality of services provided by bus terminal service providers is considered to be neither satisfactory nor unsatisfactory. Generally, the results indicate that, majority of the passengers from Ubungo and Msamvu bus terminals, are not satisfied with Waiting rooms services.

**Table 4.2: Frequency distribution of the respondents by bus terminal on security/police station service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 2              | 20    | 7         | 10       | 11                | 50    |
|              | %     | 4.0            | 40.0  | 14.0      | 20.0     | 22.0              | 100.0 |
| Msamvu       | Count | 3              | 30    | 8         | 5        | 1                 | 47    |
|              | %     | 6.4            | 63.8  | 17.0      | 10.7     | 2.1               | 100.0 |
| Total        | Count | 5              | 50    | 15        | 15       | 12                | 97    |
|              | %     | 5.2            | 51.5  | 15.4      | 12.5     | 12.4              | 100.0 |

**Source:** Field data-2008

Table 4.2 indicates that 20(40.0%) and 30(63.8%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the security/police station service providers are able to perform the promised services very carefully or without errors; These results reveal that the service provided was considered to be satisfactory. Again, the results from Table 4.2 show that 10(20.0%) and 5(10.7%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the security/police station service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be unsatisfactory. Eleven (11) or

22.0% and 1(2.1%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the security/police station service providers are able to perform the promised services dependably and accurately. These results reveal that the services provided are considered to be very unsatisfactory. Table 4.2 further indicates that 2(4.0%) and 3(6.4%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly agreed that, the security/police station service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be very satisfactory. However, 7(14.0%) and 8(17.0%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the security/police station service providers are able to perform the promised services very carefully or without errors, this result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory.

**Table 4.3: Frequency distribution of the respondents by bus terminal on loading/unloading bay service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 4              | 24    | 8         | 8        | 6                 | 50    |
|              | %     | 8.0            | 48.0  | 16.0      | 16.0     | 12.0              | 100.0 |
| Msamvu       | Count | 2              | 10    | 8         | 25       | 2                 | 47    |
|              | %     | 4.3            | 21.3  | 17.2      | 53.2     | 4.3               | 100.0 |
| Total        | Count | 6              | 34    | 16        | 33       | 8                 | 97    |
|              | %     | 6.2            | 35.1  | 16.5      | 34.0     | 8.2               | 100.0 |

**Source:** Field data-2008

Table 4.3 indicates that 24(48.0%) and 10(21.3%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that, the loading/unloading bay

service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be satisfactory. Again the results from Table 4.3 show that 8(16.0%) and 25(53.2%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the loading/unloading bay service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be unsatisfactory. Yet again, the results from this table show that, 6(12.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the loading /unloading bay service providers are able to perform the promised services dependably and accurately, These results reveal that the services provided are considered to be very unsatisfactory.

Once more the results from this table indicate that, 4(8.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly agreed that loading/unloading bay service providers are able to perform the promised services very carefully or without errors; These results reveal that the service provided was considered to be very satisfactory. Table 4.3 further indicates that, 8(16.0%) and 8(17.2%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the loading /unloading bay service providers are able to perform the promised services very carefully or without errors. This result indicates that the quality of services provided was considered to be either satisfactory or unsatisfactory.

**Table 4.4 Frequency distribution of the respondents by bus terminal on telephone booth service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | disagree | Strongly disagree |       |
| Ubungo       | Count | 2              | 26    | 2         | 8        | 12                | 50    |
|              | %     | 4.0            | 52.0  | 4.0       | 16.0     | 24.0              | 100.0 |
| Msamvu       | Count | -              | 1     | -         | 1        | 45                | 47    |
|              | %     | -              | 2.1   | -         | 2.1      | 95.7              | 100.0 |
| Total        | Count | 2              | 27    | 2         | 9        | 57                | 97    |
|              | %     | 2.1            | 27.8  | 2.0       | 9.3      | 58.8              | 100.0 |

**Source:** Field data-2008

Table 4.4 indicates that 12(24.0%) and 45(95.7%) of the respondents from Ubungo and Msamvu Bus terminals respectively strongly disagreed that, the telephone booth service providers are able to perform the promised services dependably and accurately. These results reveal that the services provided were considered to be very unsatisfactory. Furthermore Table 4.4 shows that, 26(52.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu Bus terminals respectively agreed that the telephone booth service providers were able to perform the promised services very carefully or without errors. These results reveal that the services provided were considered to be satisfactory. At a different time the results from Table 4.4 shows that, 8(16.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu Bus terminals respectively disagreed that, the telephone booth service providers were able to perform the promised services very carefully or without errors. This result reveal that the services provided was considered to be unsatisfactory.

Again, the results from Table 4.4 show that 2(4.0%) of the respondents from UBT strongly agreed that, the telephone booth service providers are able to perform the promised services very carefully or without errors. These results reveal that the

service provided was considered to be very satisfactory. However, the respondents from MBT did not respond to the questions on this aspect because there were no service providers involved in the provision of telephone booth services. Findings in Table 4.4 indicates further that only 2(4.0%) of the respondents from UBT were uncertain that the telephone booth service providers are able to perform the promised services very carefully or without errors. This result indicates that the quality of the services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory

**Table 4.5: Frequency distribution of the respondents by bus terminal on lost property room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 1              | 10    | 1         | 21       | 17                | 50    |
|              | %     | 2.0            | 20.0  | 2.0       | 42.0     | 34.0              | 100.0 |
| Msamvu       | Count | -              | -     | -         | 1        | 46                | 47    |
|              | %     | -              | -     | -         | 2.1      | 97.9              | 100.0 |
| Total        | Count | 1              | 10    | 1         | 22       | 63                | 97    |
|              | %     | 1.0            | 10.4  | 1.0       | 22.7     | 64.9              | 100.0 |

**Source:** Field data-2008

Table 4.5 indicates that, 17(34.0%) and 46(97.9%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that lost property room service providers were able to perform the promised services dependably and accurately. These results reveal that the services provided were considered to be very unsatisfactory. Once more the results from Table 4.5 show that, 21(42.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the lost property room service providers were able to perform the promised services very carefully or without errors.

These results reveal that the service provided was considered to be unsatisfactory. Yet again Table 4.5 shows that 10(20.0%) respondents from Ubungo Bus terminal agreed that the lost property room service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be satisfactory. The respondents from MBT did not respond to questions on this aspect because there were no service providers involved in the provision of lost property room services.

One (2.0%) of the respondents from UBT strongly agreed that the lost property room service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be very satisfactory. The respondents from Msamvu bus terminal did not respond to questions on this aspect. However, only 1 or 2.0% of the respondents from UBT were uncertain that the lost property room service providers are able to perform the promised services very carefully or without errors, this result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory.

**Table 4.6: Frequency distribution of the respondents by bus terminal on booking office service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 4              | 24    | 4         | 7        | 11                | 50    |
|              | %     | 8.0            | 48.0  | 8.0       | 14.0     | 22.0              | 100.0 |
| Msamvu       | Count | -              | 20    | 2         | 20       | 5                 | 47    |
|              | %     | -              | 42.5  | 4.3       | 42.6     | 10.6              | 100.0 |
| Total        | Count | 4              | 54.4  | 6         | 27       | 16                | 97    |
|              | %     | 4.1            | 51.5  | 6.2       | 27.8     | 16.5              | 100.0 |

**Source:** Field data-2008

Table 4.6 indicates that, 24(48.0%) and 20(42.5%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the booking office service providers were able to perform the promised services very carefully or without errors; this result reveal that the service provided was considered to be satisfactory. Again, the result from Table 4.6 shows that 7(14.0%)and 20(42.6%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that, the booking office service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be unsatisfactory. Table 4.6 indicates further that 11(22.0%)and 5(10.6%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the booking office service providers are able to perform the promised services dependably and accurately. These results reveal that the services provided were considered to be very unsatisfactory.

Four (4) or 8.0% of the respondents from Ubungo Bus terminal strongly agreed that, the booking office service providers are able to perform the promised services very carefully or without errors; these results reveal that the service provided was considered to be very satisfactory. The respondents from Msavu Bus terminal did not respond to questions on this aspect. However, 4(8.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu Bus terminals respectively were uncertain that the booking office service providers are able to perform the promised services very carefully or without errors, this result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory.

**Table 4.7: Frequency distribution of the respondents by bus terminal on toilet and canteen services**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 2              | 35    | 5         | 5        | 3                 | 50    |
|              | %     | 4.0            | 70.0  | 10.0      | 10.0     | 6.0               | 100.0 |
| Msamvu       | Count | 1              | 34    | 3         | 8        | 1                 | 47    |
|              | %     | 2.1            | 72.4  | 6.4       | 17.0     | 2.1               | 100.0 |
| Total        | Count | 3              | 69    | 8         | 13       | 4                 | 97    |
|              | %     | 3.1            | 71.1  | 8.3       | 13.4     | 4.1               | 100.0 |

**Source:** Field data-2008

Table 4.7 indicates that 35(70.0%) and 34(72.4%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the toilet and canteen service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be satisfactory. 5(10.0%) and 8(17.0%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the toilet and canteen service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be unsatisfactory. Table 4.7 indicates further that 3(6.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the toilet and canteen service providers are able to perform the promised services dependably and accurately. These results reveal that the services provided were considered to be very unsatisfactory. Five (5) or 10.0% and 3(6.4%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the booking office service providers are able to perform the promised services very carefully or without errors; this result indicates

that, the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory. However, 2(4.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly agreed that, the toilets and canteen service providers are able to perform the promised services very carefully or without errors. These results reveal that the service provided was considered to be very satisfactory.

**Table 4.8: Frequency distribution of the respondents by bus terminals on bus terminal service providers**

| Bus terminal service providers | Responses           |              |             |             |            |                     |              |            |             |              |
|--------------------------------|---------------------|--------------|-------------|-------------|------------|---------------------|--------------|------------|-------------|--------------|
|                                | Ubungo bus terminal |              |             |             |            | Msamvu bus terminal |              |            |             |              |
|                                | SA                  | Ag           | Unc         | DS          | SD         | SA                  | Ag           | Unc        | DS          | SD           |
| Waiting room                   | 1<br>(5)            | 19<br>(76)   | 8<br>(24)   | 14<br>(28)  | 8<br>(8)   | 1<br>(5)            | 10<br>(40)   | 7<br>(21)  | 20<br>(40)  | 9<br>(9)     |
| Security/Police Station        | 2<br>(10)           | 20<br>(80)   | 7<br>(21)   | 10<br>(20)  | 11<br>(11) | 3<br>(15)           | 30<br>(10)   | 8<br>(24)  | 5<br>(10)   | 1<br>(1)     |
| Loading/Unloading bay          | 4<br>(20)           | 24<br>(96)   | 8<br>(24)   | 8<br>(16)   | 6<br>(6)   | 2<br>(10)           | 10<br>(40)   | 8<br>(24)  | 25<br>(50)  | 2<br>(2)     |
| Telephone booth                | 2<br>(10)           | 26<br>(14)   | 2<br>(6)    | 8<br>(16)   | 12<br>(12) | -                   | 1<br>(4)     | -          | 1<br>(2)    | 45<br>(45)   |
| Lost property room             | 1<br>(5)            | 10<br>(40)   | 1<br>(3)    | 21<br>(42)  | 17<br>(17) | -                   | -            | -          | 1<br>(2)    | 46<br>(46)   |
| Booking office                 | 4<br>(20)           | 24<br>(96)   | 4<br>(12)   | 7<br>(14)   | 11<br>(11) | -                   | 20<br>(80)   | 2<br>(6)   | 20<br>(40)  | 5<br>(5)     |
| Toilet and Canteen             | 2<br>(10)           | 35<br>(140)  | 5<br>(15)   | 5<br>(10)   | 3<br>(3)   | 1<br>(5)            | 34<br>(136)  | 3<br>(9)   | 8<br>(16)   | 1<br>(1)     |
| <b>Total</b>                   | 16<br>(80)          | 156<br>(624) | 35<br>(105) | 73<br>(146) | 68<br>(68) | 7<br>(35)           | 105<br>(420) | 28<br>(48) | 80<br>(160) | 109<br>(109) |

**Source:** Field data-2008

**Decision rule for Ubungo bus terminal:**

- If (i) TSV > 1050 Means favourable opinion
- (ii) TSV < 1050 Means unfavourable opinion
- (iii) TSV = 1050 Means neutral attitude

Where TSV = Total Score Value

**Decision rule for Msamvu bus terminal:**

- If (i)  $TSV > 987$  Means favourable opinion  
(ii)  $TSV < 987$  Means unfavourable opinion  
(iii)  $TSV = 987$  Means neutral attitude

Where TSV = Total Score Value

Table 4.8 shows that TSV at UBT was between 80 and 624, which is below 1050. This result means that the opinion is unfavourable. For that matter, service providers are not able to perform the promised services very carefully or without errors; the result shows further that the service provided was considered to be not reliable and in that sense, a service gap exists.

Table 4.8 indicates further that TSV at MBT was between 35 and 420, which is below 987; this result means that the opinion is unfavourable such that the service providers are not able to perform the promised services very carefully or without errors. This result further implies that the service provided was considered to be not reliable and in that sense, a service gap exists.

In measuring the relationship, the analysis shows that there is a significant correlation between reliability attributes and passengers' satisfaction. The relationships are presented in Table 4.9 which shows that passengers' satisfaction is associated with all reliability attributes at 0.05 and 0.01 significant levels.

**Table 4.9: Pearson's correlation coefficient between reliability attributes and passenger's satisfaction at bus terminals**

| S/N | Attributes                       | Corr. Coeff. | Coeff. of Determination |
|-----|----------------------------------|--------------|-------------------------|
| 1   | Waiting room services            | .035         | .12%                    |
| 2   | Security/Police station services | .494         | 24.40%                  |
| 3   | Loading/Unloading bay services   | .344         | 11.83%                  |
| 4   | Telephone booth services         | .777         | 60.37%                  |
| 5   | Lost property room services      | .825         | 68.06%                  |
| 6   | Booking office services          | -.170        | 2.89%                   |
| 7   | Toilets and Canteen services     | -.428        | 18.32%                  |

**Source:** Field data-2008

The responses for the fourth and fifth items were positively correlated, reaffirming the assumption that the passengers who are satisfied in one of these services will tend to be satisfied with other service. The first and sixth items indicate a low degree of correlation between reliability attributes and passengers' satisfaction at those Bus terminals. Moreover, there is a moderate correlation on the second, third, and last equations, and this was expected. This implies that passengers who will be fairly satisfied in one of these services will tend to get a reasonable satisfaction in other services. Again, Coefficient of determination ( $r^2$ ) of these variables that ranges from 0.12% to 68.32% implies that the variation in satisfaction values is explained by those attributes. Therefore, an increase in performance of the promised services leads to the increase of passengers' satisfaction at the Bus terminal. This result implies that as the performance of the promised services increases the passengers' satisfaction also increases.

#### **4.1.2 Bus terminal service providers vis-a-vis responsiveness attributes**

Question 8 (attached in Appendix III) asked the respondents to say whether the service providers are willing to provide service in time. The respondents marked

one of the given options that best reflects their opinions. Their responses are illustrated in Tables 4.10, 4.11, 4.12, 4.13, 4.14, 4.15, 4.16, and 4.17.

**Table 4.10: Frequency distribution of the respondents by bus terminal on waiting room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 12    | 8         | 24       | 6                 | 50    |
|              | %     | -              | 24.0  | 16.0      | 48.0     | 12.0              | 100.0 |
| Msamvu       | Count | -              | 6     | 8         | 26       | 7                 | 47    |
|              | %     | -              | 12.7  | 17.0      | 55.3     | 14.9              | 100.0 |
| Total        | Count | -              | 18    | 16        | 50       | 13                | 97    |
|              | %     | -              | 18.6  | 16.5      | 51.5     | 13.4              | 100.0 |

**Source:** Field data-2008

Table 4.10 shows that 24(48.0%) and 26(55.3%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the waiting room service providers are willing to provide service in time. These results reveal that the service provided was considered to be unsatisfactory. Twelve (12) or 24.0% and 6(12.7%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the waiting room service providers are willing to provide service in time . These results reveal that the service provided was considered to be satisfactory. Table 4.10 indicates further that 8(16.0%) and 8(17.0%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the waiting room service providers are willing to provide services in time . This result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory. Six (6) or 12.0% and 7(14.9%) of the respondents from Ubungo and Msamvu bus terminals

respectively strongly disagreed that the waiting room service providers are willing to provide service in time. These results reveal that the service provided was considered to be very unsatisfactory. However, the respondents from both bus terminals (Ubungo and Msamvu) did not respond to a question on the aspect of strongly agree option. This result indicates that the service provided at Ubungo and Msamvu bus terminals was not considered to be very satisfactory.

**Table 4.11: Frequency distribution of the respondents by bus terminal on security/police station service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 16    | 9         | 21       | 4                 | 50    |
|              | %     | -              | 32.0  | 18.0      | 42.0     | 8.0               | 100.0 |
| Msamvu       | Count | 4              | 27    | 7         | 5        | 4                 | 47    |
|              | %     | 8.5            | 57.5  | 14.9      | 10.6     | 8.5               | 100.0 |
| Total        | Count | 4              | 43    | 16        | 26       | 8                 | 97    |
|              | %     | 4.1            | 44.3  | 16.5      | 26.9     | 8.2               | 100.0 |

**Source:** Field data-2008

Table 4.11 indicates that 16(32.0%) and 27(57.5%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that security/police station service providers are willing to provide services without delays. These results reveal that the service provided was considered to be satisfactory. Twenty one (21) or 42.0% and 5(10.6%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the security/police station service providers are willing to provide service without delays. These results reveal that service provided experienced to be unsatisfactory. Four (4) or 8.5% and 4(8.5%) of the respondents strongly disagreed that the security/police station service providers are willing to provide service in time. This result reveals that the services provided

were considered to be very unsatisfactory. Table 4.11 indicates further that 9(18.0%) and 7(14.9%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the police/security service providers are willing to provide services in time. This result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory. Only 4(8.5%) of the respondents from MBT strongly agreed that the security/ police service providers are willing to provide service in time, this result indicates that the service provided was considered to be very satisfactory. However, the respondents from Ubungo bus terminal did not respond to questions on this aspect, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.12: Frequency distribution of the respondents by bus terminal on loading/unloading bay service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 17    | 8         | 19       | 6                 | 50    |
|              | %     | -              | 34.0  | 16.0      | 38.0     | 12.0              | 100.0 |
| Msamvu       | Count | -              | 9     | 8         | 27       | 3                 | 47    |
|              | %     | -              | 19.2  | 17.0      | 57.4     | 6.4               | 100.0 |
| Total        | Count | -              | 26    | 16        | 46       | 9                 | 97    |
|              | %     | -              | 26.8  | 16.5      | 47.4     | 9.3               | 100.0 |

**Source:** Field data-2008

Table 4.12 shows that 19(38.0%) and 27(57.4%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the loading/unloading bay service providers are willing to provide service in time. These results reveal that the service provided was considered to be unsatisfactory. Seventeen (17) or 34.0% and 9(19.2%) of the respondents from Ubungo and Msamvu bus terminals

respectively agreed that the loading/unloading bay service providers are willing to provide service in time. These results reveal that, the service provided was considered to be satisfactory.

Table 4.12 indicates further that 8(16.0%) and 8(17.0%) of the respondent from Ubungo and Msamvu bus terminals respectively were uncertain that the loading /unloading bay service providers are willing to provide services without delays; this result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory. Six (6) or 12.0% and 3(6.4%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the loading/unloading bay service providers are willing to provide service without delays, this result indicates that the service provided was considered to be very unsatisfactory. However, the respondents from Ubungo and Msamvu bus terminals did not respond to a question on the aspect of strongly agree option; this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.13: Frequency distribution of the respondents by bus terminal on telephone booth service**

| Bus terminal |       | Responses         |       |           |          |                   | Total |
|--------------|-------|-------------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly disagree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -                 | 28    | 3         | 12       | 7                 | 50    |
|              | %     | -                 | 56.0  | 6.0       | 24.0     | 14.0              | 100.0 |
| Msamvu       | Count | -                 | 1     | -         | 1        | 45                | 47    |
|              | %     | -                 | 2.1   | -         | 2.1      | 95.7              | 100.0 |
| Total        | Count | -                 | 29    | 3         | 13       | 52                | 97    |
|              | %     | -                 | 29.9  | 3.1       | 13.4     | 53.6              | 100.0 |

**Source:** Field data-2008

Table 4.13 indicates that 7(14.0%) and 45(95.7%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the telephone booth service providers are willing to provide service in time. These results reveal that the service provided was considered to be very unsatisfactory. Again, Table 4.13 shows that 28(56.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the telephone booth service providers are willing to provide service in time. These results reveal that the service provided was considered to be satisfactory.

Table 4.13 indicates further that 12(24.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the telephone booth service providers are willing to provide service in time, this result indicates that the service provided was considered to be unsatisfactory. Once more, Table 4.13 shows that, only 3(6.0%) of the respondents from Ubungo bus terminal were uncertain that the telephone booth service providers are willing to provide services without delays. This result indicates that, the quality of services provided was considered to be neither satisfactory nor unsatisfactory for that matter there was no response from MBT on this aspect. However, the respondents from Ubungo and Msamvu bus terminals did not respond to a question on the aspect of strongly agree option; this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.14: Frequency distribution of the respondents by bus terminal on lost property room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 4     | 3         | 28       | 15                | 50    |
|              | %     | -              | 8.0   | 6.0       | 56.0     | 30.0              | 100.0 |
| Msamvu       | Count | -              | -     | -         | -        | 47                | 47    |
|              | %     | -              | -     | -         | -        | 100.0             | 100.0 |
| Total        | Count | -              | 4     | 3         | 28       | 62                | 97    |
|              | %     | -              | 4.1   | 3.1       | 28.9     | 63.9              | 100.0 |

**Source:** Field data-2008

Table 4.14 indicates that 15(30.0%) and 47(100.0%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the lost property service providers are willing to provide service in time . These results reveal that, the service provided was considered to be very unsatisfactory. Twenty eight (28) or 56.0% of the respondents from Ubungo bus terminal disagreed that the lost property room service providers are willing to provide service in time. These results reveal that, the service provided was considered to be unsatisfactory. The respondents from MBT did not respond to questions on this aspect. Table 4.14 indicates further that 4(8.0%) of the respondents from Ubungo bus terminal agreed that the lost property room service providers are willing to provide service in time. This result indicates that the service provided was considered to be satisfactory. However, the respondents from Msamvu bus terminals did not respond to questions on this aspect, this result indicates that the service provided was considered to be not satisfactory. Three (3) or 6.0% of the respondents from Ubungo bus terminal were uncertain that the lost property room service providers are willing to provide services in time. This result indicates that the quality of

services was considered to be neither satisfactory nor unsatisfactory for that matter; there was no response from MBT regarding this option. Furthermore, Table 4.14 indicates that the respondents from Ubungo and Msamvu bus terminals did not respond to a question on the aspect of strongly agree option; this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.15: Frequency distribution of the respondents by bus terminal on booking office service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 1              | 17    | 2         | 15       | 15                | 50    |
|              | %     | 2.0            | 34.0  | 4.0       | 30.0     | 30.0              | 100.0 |
| Msamvu       | Count | -              | 27    | 3         | 12       | 5                 | 47    |
|              | %     | -              | 57.4  | 6.9       | 25.5     | 10.6              | 100.0 |
| Total        | Count | 1              | 44    | 5         | 26       | 20                | 97    |
|              | %     | 1.0            | 45.4  | 5.2       | 26.8     | 20.6              | 100.0 |

**Source:** Field data-2008

Table 4.15 indicates that 17(34.0%) and 27(57.4%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the Booking office service providers are willing to provide service in time . These results reveal that the service provided was considered to be satisfactory. Again, the results from Table 4.15 shows that, 15(30.0%) and 12(25.5%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the Booking office service providers are willing to provide service in time. These results indicate that the service provided was considered to be unsatisfactory.

Table 4.15 indicates further that 15(30.0%) and 5(10.6%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the

Booking office service providers are willing to provide service in time, this result indicates that the service provided was considered to be very unsatisfactory. Two (2) or 4.0% and 3(6.9%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the booking office service providers are willing to provide services in time, this result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory. However, only 1(2.0%) of the respondents from Ubungo bus terminal did not respond to questions on this aspect, this result indicates that the service provided was considered to be not very satisfactory. However, the respondents from MBT also did not respond to questions on this aspect.

**Table 4.16: Frequency distribution of the respondents by bus terminal on toilet and canteen service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | uncertain | disagree | strongly disagree |       |
| Ubungo       | Count | 2              | 30    | 3         | 12       | 3                 | 50    |
|              | %     | 4.0            | 60.0  | 6.0       | 24.0     | 6.0               | 100.0 |
| Msamvu       | Count | 4              | 30    | 3         | 9        | 1                 | 47    |
|              | %     | 8.5            | 63.8  | 6.4       | 19.1     | 2.1               | 100.0 |
| Total        | Count | 6              | 60    | 6         | 21       | 4                 | 97    |
|              | %     | 6.2            | 61.9  | 6.2       | 21.6     | 4.1               | 100.0 |

**Source:** Field data-2008

Table 4.16 indicates that 30(60.0%) and 30(63.8%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the Toilet and Canteen service providers are willing to provide service in time. These results reveal that the service provided was considered to be satisfactory. Twelve (12) or 24.0% and 9(19.1%) of them disagreed that the Toilet and Canteen service providers are willing to provide service in time, these results indicate that the

service provided was considered to be unsatisfactory. Table 4.16 indicates further that 3(6.0%) and 3(6.4%) of the respondents from Ubungu and Msamvu bus terminals respectively were uncertain that the toilet and canteen service providers are willing to provide services in time, this result indicates that the quality of services provided by bus terminal service providers was considered to be neither satisfactory nor unsatisfactory. Two (2) or 4.0% and 4(8.5%) of the respondents from Ubungu and Msamvu bus terminals respectively strongly agreed that the Toilet and Canteen service providers are willing to provide service without delays, this result indicates that the service provided was considered to be very satisfactory. However, 3(6.0%) and 1(2.1%) of the respondents strongly disagreed that the Toilet and Canteen service providers are willing to provide service without delays. These results indicate that the service provided was considered to be very unsatisfactory.

**Table 4.17: Frequency distribution of the respondents by bus terminals on bus terminal service providers**

| Bus terminal service providers | Responses           |             |            |             |            |                     |             |            |             |             |
|--------------------------------|---------------------|-------------|------------|-------------|------------|---------------------|-------------|------------|-------------|-------------|
|                                | Ubungu bus terminal |             |            |             |            | Msamvu bus terminal |             |            |             |             |
|                                | SA                  | Ag          | Unc        | Dis         | S.D        | S.A                 | Ag          | Unc        | Dis         | SD          |
| Waiting room                   | -                   | 12<br>(48)  | 8<br>(24)  | 24<br>(48)  | 6<br>(6)   | -                   | 6<br>(24)   | 8<br>(24)  | 26<br>(52)  | 7<br>(7)    |
| Security/Police Station        | -                   | 16<br>(64)  | 9<br>(27)  | 21<br>(42)  | 4<br>(4)   | 4<br>(20)           | 27<br>(18)  | 7<br>(21)  | 5<br>(10)   | 4<br>(4)    |
| Loading/Unloading bay          | -                   | 17<br>(68)  | 8<br>(24)  | 19<br>(38)  | 6<br>(6)   | -                   | 9<br>(36)   | 8<br>(24)  | 27<br>(54)  | 3<br>(3)    |
| Telephone booth                | -                   | 28<br>(112) | 3<br>(9)   | 12<br>(24)  | 7<br>(7)   | -                   | 1<br>(4)    | -          | 1<br>(2)    | 45<br>(45)  |
| Lost property room             | -                   | 4<br>(16)   | 3<br>(9)   | 28<br>(56)  | 15<br>(15) | -                   | -           | -          | 47<br>(94)  | 47<br>(47)  |
| Booking office                 | 1<br>(5)            | 17<br>(68)  | 2<br>(6)   | 15<br>(30)  | 15<br>(15) | -                   | 27<br>(18)  | 3<br>(9)   | 12<br>(24)  | 5<br>(5)    |
| Toilet and Canteen             | 2<br>(10)           | 30<br>(10)  | 3<br>(9)   | 12<br>(24)  | 3<br>(3)   | 4<br>(20)           | 30<br>(10)  | 3<br>(9)   | 9<br>(18)   | 1<br>(1)    |
| <b>Total</b>                   | 3<br>(15)           | 124<br>(46) | 36<br>(18) | 131<br>(22) | 56<br>(56) | 8<br>(40)           | 100<br>(40) | 29<br>(87) | 127<br>(47) | 112<br>(12) |

**Source:** Field data-2008

**Decision rule for Ubungo bus terminal:**

- If (i) TSV > 1050 Means favourable opinion  
(ii) TSV < 1050 Means unfavourable opinion  
(iii) TSV = 1050 Means neutral attitude  
Where TSV = Total Score Value

**Decision rule for Msamvu bus terminal:**

- If (i) TSV > 987 Means favourable opinion  
(ii) TSV < 987 Means unfavourable opinion  
(iii) TSV = 987 Means neutral attitude  
Where TSV = Total Score Value

Table 4.17 shows that TSV at UBT was between 15 and 496 which are below 1050. These results mean unfavourable opinion. For that matter, service providers are not willing to provide service without delays. Furthermore, the result shows that service providers were considered to be not responsive. In that sense, a service gap exists. Table 4.17 indicates further that TSV at MBT was between 40 and 400 that are below 987, this result means that the opinion is unfavourable and that the service providers are not willing to provide service in time and immediately; further the result reveals that service providers were considered to be not responsive. In that sense, a service gap exists.

In measuring the relationship, the analysis shows that there is a significant correlation between responsiveness attributes and passengers' satisfaction. The relationships are presented in Table 4.18, which shows that passengers' satisfaction is associated with all responsiveness attributes at 0.05 and 0.01 significant levels.

**Table 4.18: Pearson's correlation coefficient between responsiveness attributes and passenger's satisfaction at Bus terminals**

| S/N | Attributes                       | Corr. Coeff. | Coeff. of Determination |
|-----|----------------------------------|--------------|-------------------------|
| 1   | Waiting room services            | .618         | 38.19%                  |
| 2   | Security/Police station services | -.053        | .28%                    |
| 3   | Loading/Unloading bay services   | -.105        | 1.10%                   |
| 4   | Telephone booth services         | .013         | .01%                    |
| 5   | Lost property room services      | .478         | 22.84%                  |
| 6   | Booking office services          | .44          | 6.30%                   |
| 7   | Toilets and Canteen services     | -.396        | 15.68%                  |

**Source:** Field data-2008

The response for the first, fifth and last items indicate moderate degree of correlation, implying that passengers who will be fairly satisfied in one of these services will tend to get a reasonable satisfaction in other services. The third and sixth items indicate a low degree of correlation between responsiveness attributes and passengers' satisfaction at Bus terminals. This implies that passengers get low degree of satisfaction on the fourth services as on the sixth services. Moreover, on the fourth question the correlation coefficient was around zero, which was expected, implying that there is no correlation between responsiveness attributes and passengers' satisfaction at Bus terminals. Again, the Coefficient of determination ( $r^2$ ) of these variables ranged from 1.10% to 38.19%, implying that the variation in satisfaction values is explained by those attributes. Therefore, an increase in willingness of service provider in providing service immediately leads to an increase of passengers' satisfaction at the Bus terminal. This result implies that as the willingness in the provision of the promised services increases the passengers' satisfaction will also increases.

#### 4.1.3 Bus terminal service providers vis-a-vis assurance attributes

Question 9 (attached in Appendix III) asked the respondents to say whether or not the service provider/agent's employees have the knowledge and polite behaviour and ability to convey trust and confidence to their customers/passengers. The respondents marked one of the given options that best reflects their opinions. Their responses are illustrated in Tables 4.19, 4.20, 4.21, 4.22, 4.23, 4.24 and 4.25.

**Table 4.19: Frequency distribution of the respondents by bus terminal on waiting room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 14    | 2         | 20       | 14                | 50    |
|              | %     | -              | 28.0  | 4.0       | 40.0     | 28.0              | 100.0 |
| Msamvu       | Count | -              | 8     | 3         | 22       | 14                | 47    |
|              | %     | -              | 17.0  | 6.4       | 46.8     | 29.8              | 100.0 |
| Total        | Count | -              | 22    | 5         | 42       | 28                | 97    |
|              | %     | -              | 22.7  | 5.2       | 43.2     | 28.9              | 100.0 |

**Source:** Field data-2008

Table 4.19 indicates that 22(40.0%) and 22(46.8%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the waiting room service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be unsatisfactory. Fourteen (14) or 28.0% and 14(29.8%) of the respondents strongly disagreed that, the waiting room service providers have the knowledge, polite behaviour and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be very unsatisfactory.

Table 4.19 indicates further that, 12(24.0%) and 8(17.0%) of the respondents from Ubungu and Msamvu bus terminals respectively agreed that the waiting room service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the service provided was considered to be unsatisfactory. Two (2) or 4.0% and 3(6.4%) of the respondents from Ubungu and Msamvu bus terminals respectively were uncertain that the waiting room service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the quality of service was considered to be neither satisfactory nor unsatisfactory. However, the respondents from Ubungu and Msamvu bus terminals did not respond to a question on the aspect of strongly agree option; this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.20: Frequency distribution of the respondents by bus terminal on security/police station service**

| Bus terminal  |       | Responses      |       |           |          |                   | Total |
|---------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|               |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| <b>Ubungu</b> | Count | 1              | 14    | 2         | 27       | 6                 | 50    |
|               | %     | 2.0            | 28.0  | 4.0       | 54.0     | 12.0              | 100.0 |
| <b>Msamvu</b> | Count | 4              | 25    | 2         | 15       | 1                 | 47    |
|               | %     | 8.5            | 53.2  | 4.3       | 31.9     | 2.1               | 100.0 |
| <b>Total</b>  | Count | 5              | 39    | 4         | 42       | 7                 | 97    |
|               | %     | 5.2            | 40.2  | 4.1       | 43.3     | 7.2               | 100.0 |

**Source:** Field data-2008

Table 4.20 indicates that 27(54.0%) and 15(31.9%) of the respondents from Ubungu and Msamvu bus terminals respectively disagreed that the security/police

station service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be unsatisfactory. Fourteen (14) or 28.0% and 25(53.2%) of the respondents agreed that the security and police service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results indicate that the service provided was considered to be satisfactory.

Table 4.20 indicates further that 6(12.0%) and 1(2.1%) of the respondents strongly disagreed that the security and police station service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the service provided was considered to be very unsatisfactory. Two (2) or 4.0% and 2(4.3%) of the respondents from Ubungu and Msamvu bus terminals respectively were uncertain that the security/police station service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the quality of services was considered to be neither satisfactory nor unsatisfactory. However, 1(2.0%) and 4(8.5%) of the respondents strongly agreed that the security and police station service providers are have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results indicate that service provided was considered to be very satisfactory.

**Table 4.21: Frequency distribution of the respondents by bus terminal on loading/unloading bays service**

| Bus terminal |       | Reponses       |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 16    | 3         | 27       | 4                 | 50    |
|              | %     | -              | 32.0  | 6.0       | 54.0     | 8.0               | 100.0 |
| Msamvu       | Count | -              | 4     | 3         | 33       | 7                 | 47    |
|              | %     | -              | 8.5   | 6.4       | 70.2     | 14.9              | 100.0 |
| Total        | Count | -              | 20    | 6         | 60       | 11                | 97    |
|              | %     | -              | 20.6  | 6.2       | 61.9     | 11.3              | 100.0 |

**Source:** Field data-2008

Table 4.21 indicates that 27(54.0%) and 33(70.2%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the loading/unloading bays service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that, service provided was considered to be unsatisfactory. Sixteen (16) or 32.0% and 4(8.5%) of the respondents agreed that the loading/unloading bays service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be satisfactory.

Table 4.21 indicates further that 4(8.0%) and 7(14.9%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the loading/unloading bays service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the service provided was considered to be very unsatisfactory. Three (3) or 6.0% and 3(6.4%) of the respondents from Ubungo and Msamvu bus

terminals respectively were uncertain that the loading/unloading bay service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the quality of service was considered to be neither satisfactory nor unsatisfactory. However, the respondents from Ubungo and Msamvu bus terminals did not respond to a question on the aspect of strongly agree option; this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.22: Frequency distribution of the respondents by bus terminal on telephone booth service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 1              | 27    | 2         | 19       | 1                 | 50    |
|              | %     | 2.0            | 54.0  | 4.0       | 38.0     | 2.0               | 100.0 |
| Msamvu       | Count | -              | -     | 2         | -        | 45                | 47    |
|              | %     | -              | -     | 4.3       | -        | 95.7              | 100.0 |
| Total        | Count | 1              | 27    | 4         | 19       | 46                | 97    |
|              | %     | 1.0            | 27.9  | 4.1       | 19.6     | 47.4              | 100.0 |

**Source:** Field data-2008

Table 4.22 indicates that 1(2.0%) and 45(95.7%) of the respondents from Ubungo and Msamvu Bus terminals respectively strongly disagreed that the telephone booth service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that services provided were considered to be very unsatisfactory. Only 27(54.0%) of the respondents from Ubungo bus terminal agreed that the telephone booth service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that service provided was considered to be satisfactory. Nineteen (19) or 38.0% of the respondents disagreed that the telephone booth service providers have the

knowledge, polite behaviour and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be unsatisfactory. In that matter, there was no respondent from MBT who responded to questions on this aspect. Two (2) or 4.0% and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the telephone booth service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the quality of services provided was considered to be neither satisfactory nor unsatisfactory. Only 1(2.0%) of the respondents from Ubungo bus terminal strongly agreed that, the telephone booth service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be very satisfactory. However, no respondent from MBT whom responded to questions on this aspect.

**Table 4.23: Frequency distribution of the respondents by bus terminal on lost property room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 11    | 1         | 20       | 18                | 50    |
|              | %     | -              | 22.0  | 2.0       | 40.0     | 36.0              | 100.0 |
| Msamvu       | Count | -              | -     | 2         | -        | 45                | 47    |
|              | %     | -              | -     | 4.2       | -        | 95.7              | 100.0 |
| Total        | Count | -              | 11    | 3         | 20       | 6563              | 97    |
|              | %     | -              | 11.3  | 3.2       | 20.6     | 64.9              | 100.0 |

**Source:** Field data-2008

Table 4.23 indicates that 18(36.0%) and 45(95.7%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the lost property service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that service provided was considered to be very unsatisfactory. Only 20(40.0%) of the respondents from Ubungo Bus terminal disagreed that the lost property room service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be unsatisfactory, for that matter there was no response from MBT regarding this aspect. Eleven (11) or 22.0% of the respondents from Ubungo bus terminal agreed that the lost property room service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that service provided was considered to be satisfactory. Again, there was no response from MBT regarding this aspect. One (1) or 2.0% and 2(4.2%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the lost property room service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the quality of services provided by service providers was considered to be neither satisfactory nor unsatisfactory. However, the respondents from both Bus terminals did not respond to a question on the aspect of strongly agree option, this result indicates that the service provided was not considered to be very satisfactory.

**Table 4.24: Frequency distribution of the respondents by bus terminal on booking office service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 1              | 12    | 2         | 20       | 15                | 50    |
|              | %     | 2.0            | 24.0  | 4.0       | 40.0     | 30.0              | 100.0 |
| Msamvu       | Count | -              | 17    | 2         | 26       | 2                 | 47    |
|              | %     | -              | 36.2  | 4.2       | 55.3     | 4.3               | 100.0 |
| Total        | Count | 1              | 29    | 4         | 46       | 17                | 97    |
|              | %     | 1.0            | 29.9  | 4.1       | 47.5     | 17.5              | 100.0 |

**Source:** Field data-2008

Table 4.24 indicates that 20(40.0%) and 26(55.3%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the Booking office service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal service provided was considered to be unsatisfactory. Twelve (12) or 24.0% and 17(36.2%) of the respondents agreed that the Booking office service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results indicate that the service provided was considered to be satisfactory.

Table 4.24 indicates further that 15(30.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the Booking office service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the service provided was considered to be very unsatisfactory. Two (2) or 4.0% and 2(4.2%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the booking office service providers

have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. This result indicates that the quality of services provided was considered to be neither satisfactory nor unsatisfactory. Only 1(2.0%) of the respondents from Ubungo bus terminal strongly agreed that booking office service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. However, the respondents from MBT did not respond to questions on this aspect, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.25: Frequency distribution of the respondents by bus terminal on toilet and canteen service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 24    | 3         | 21       | 2                 | 50    |
|              | %     | -              | 48.0  | 6.0       | 42.0     | 4.0               | 100.0 |
| Msamvu       | Count | 1              | 23    | 2         | 20       | 1                 | 47    |
|              | %     | 2.1            | 48.9  | 4.3       | 42.6     | 2.1               | 100.0 |
| Total        | Count | 1              | 47    | 5         | 41       | 3                 | 97    |
|              | %     | 1.0            | 48.5  | 5.2       | 42.2     | 3.1               | 100.0 |

**Source:** Field data-2008

Table 4.25 indicates that 24(48.0%) and 23(48.9%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the Toilet and Canteen service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results reveal that the service provided was considered to be satisfactory. Twenty-one (21) or 42.0% and 20(42.6%) of the respondents disagreed that the Toilet and Canteen service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results indicate that the

service provided was considered to be unsatisfactory. 3(6.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the Toilet and Canteen service providers have the knowledge and polite behaviour and ability to convey trust and confidence to their customers/passengers. This result indicates that the quality of services provided by service providers was considered to be neither satisfactory nor unsatisfactory.

Table 4.25 indicates further that 2(4.0%) and 1(2.1%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the Toilet and Canteen service providers have the knowledge and polite behaviour and ability to convey trust and confidence to their customers/passengers; this result indicates that the service provided was considered to be very satisfactory. Only 1(2.1%) of the respondents from MBT strongly agreed that the Toilet and Canteen service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers/passengers. These results indicate that service provided was considered to be very satisfactory. Furthermore, the respondents from Ubungo bus terminal did not respond to questions on this aspect, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.26: Frequency distribution of the respondents by bus terminals on bus terminal service providers**

| Bus terminal Service Providers | Responses           |              |            |              |            |                     |             |            |              |              |
|--------------------------------|---------------------|--------------|------------|--------------|------------|---------------------|-------------|------------|--------------|--------------|
|                                | Ubungu Bus Terminal |              |            |              |            | Msamvu Bus Terminal |             |            |              |              |
|                                | SA                  | Ag           | Unc        | DS           | SD         | SA                  | Ag          | Unc        | DS           | SD           |
| Waiting room                   | -                   | 12<br>(4)    | 2<br>(6)   | 22<br>(4)    | 14<br>(14) | -                   | 8<br>(3)    | 3<br>(9)   | 22<br>(44)   | 14<br>(14)   |
| Security/Police Station        | 1<br>(5)            | 14<br>(56)   | 2<br>(6)   | 27<br>(54)   | 6<br>(6)   | 4<br>(20)           | 25<br>(100) | 2<br>(6)   | 15<br>(30)   | 1<br>(1)     |
| Loading/Unloading bay          | -                   | 16<br>(64)   | 3<br>(9)   | 27<br>(54)   | 4<br>(4)   | -                   | 4<br>(16)   | 3<br>(9)   | 33<br>(66)   | 7<br>(7)     |
| Telephone booth                | 1<br>(5)            | 27<br>(108)  | 2<br>(6)   | 19<br>(38)   | 1<br>(1)   | -                   | -           | 2<br>(6)   | -            | 45<br>(45)   |
| Lost property room             | -                   | 11<br>(44)   | 1<br>(3)   | 20<br>(40)   | 18<br>(18) | -                   | -           | 2<br>(6)   | -            | 45<br>(45)   |
| Booking office                 | 1<br>(5)            | 12<br>(48)   | 2<br>(6)   | 20<br>(40)   | 15<br>(15) | -                   | 17<br>(68)  | 2<br>(6)   | 26<br>(52)   | 2<br>(2)     |
| Toilet and Canteen             | -                   | 24<br>(96)   | 3<br>(9)   | 21<br>(42)   | 2<br>(2)   | 1<br>(5)            | 23<br>(92)  | 2<br>(6)   | 20<br>(40)   | 1<br>(1)     |
| <b>TOTAL</b>                   | 3<br>(15)           | 116<br>(464) | 15<br>(45) | 156<br>(312) | 60<br>(60) | 5<br>(25)           | 77<br>(308) | 16<br>(48) | 116<br>(232) | 115<br>(115) |

**Source:** Researcher's Calculation-2008

**Decision rule for Ubungu bus terminal:**

- If (i) TSV > 1050 Means favourable opinion
- (ii) TSV < 1050 Means unfavourable opinion
- (iii) TSV = 1050 Means neutral attitude

Where TSV = Total Score Value

**Decision rule for Msamvu bus terminal:**

- If (i) TSV > 987 Means favourable opinion
- (ii) TSV < 987 Means unfavourable opinion
- (iii) TSV = 987 Means neutral attitude

Where TSV = Total Score Value

Table 4.26 shows that TSV at Ubungu bus terminal was between 15 and 464, that is below 1050. This result means unfavourable opinion. For that matter service, provider/agent's employees have not polite behaviour, knowledge, and the ability to convey trust and confidence to their customers/passengers. The result shows further that the service providers were considered to be unsure of the service they are providing. In this respect, a service gap exists.

Table 4.26 indicates further that TSV at MBT was between 25 and 308 that are below 987; this result means that the opinion is unfavourable. In this respect, service provider/agent's employees have not polite behaviour, knowledge, and the ability to convey trust and confidence to their customers/passengers. The result further reveals that service providers were considered to be not sure of the service they are providing. In that sense, a service gap exists.

The analysis using Pearson's Correlation Coefficient indicates a statistically significant linear relationship, between assurance attributes and passengers' satisfaction. The relationships are presented in 4.48, which show that passengers' satisfaction is associated with all assurance attributes at 0.05 and 0.01 significant levels.

**Table 4.27: Pearson's correlation coefficient between assurance attributes and passenger's satisfaction at bus terminals**

| S/N | Attributes                       | Corr. Coeff. | Coeff. of Determination |
|-----|----------------------------------|--------------|-------------------------|
| 1   | Waiting room services            | .636         | 40.45%                  |
| 2   | Security/Police station services | .332         | 11.02%                  |
| 3   | Loading/Unloading bay services   | .475         | 22.56%                  |
| 4   | Telephone booth services         | .075         | .56%                    |
| 5   | Lost property room services      | .875         | 76.56%                  |
| 6   | Booking office services          | .597         | 35.64%                  |
| 7   | Toilets and Canteen services     | -.494        | 24.40%                  |

**Source:** Field data-2008

The response for the fifth item indicates a higher degree of correlation, implying that passengers who will be satisfied in lost property room services will tend to be satisfied in other services. The first, second, third, sixth and seventh items indicate a moderate degree of correlation between assurance attributes and passengers' satisfaction at Bus terminals. This implies that passengers who will be satisfied with one of these services will tend to get a reasonable satisfaction from other services. Moreover, since the fourth item lies around zero there is no correlation on telephone booth services, and this was expected. Again, Coefficient of determination ( $r^2$ ) of these variables ranged from 11.02% to 76.56%, implying that the variation in satisfaction values are explained by those attributes. Therefore, an increase in knowledge and polite behaviour, and the ability to convey trust and confidence to their passengers leads to an increase of passengers' satisfaction at the Bus terminal. This result implies that as the assurance in the provision of the promised services increases, the passengers' satisfaction also increases.

#### **4.1.4 Bus terminal service providers vis-a-vis empathy attributes**

Question 10 (attached in appendix III) asked the respondents whether the service provider's employees listen to every individual customer/passenger very carefully. The respondents marked one of the given options that best reflects their opinion. Their responses are illustrated in Tables: 4.28, 4.29, 4.30, 4.31, 4.32, 4.33, 4.34 and 4.35.

**Table 4.28: Frequency distribution of the respondents by bus terminal on waiting room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 1              | 12    | 4         | 20       | 13                | 50    |
|              | %     | 2.0            | 24.0  | 8.0       | 40.0     | 26.0              | 100.0 |
| Msamvu       | Count | -              | 12    | 2         | 20       | 13                | 47    |
|              | %     | -              | 25.5  | 4.2       | 42.6     | 27.7              | 100.0 |
| Total        | Count | 1              | 24    | 6         | 40       | 26                | 97    |
|              | %     | 1.0            | 24.7  | 6.3       | 41.2     | 26.8              | 100.0 |

**Source:** Field data-2008

Table 4.28 shows the majority of the respondents, 20(40.0%) and 20(42.6%) from Ubungo and Msamvu bus terminals respectively disagreeing that the waiting room service provider's employees/agents listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be unsatisfactory. Another 13(26.0%) and 13(27.7%) of the respondents strongly disagreed that the waiting room service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be very unsatisfactory. Table 4.28 shows further that 12(24.0%) and 12(25.5%) of the respondents agreed that the waiting room service provider's employees/agents listen to every individual customer/passenger very carefully. This result reveals that the services provided were considered to be satisfactory. Four (4) or 8.0% and 2(4.2%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the waiting room service provider's employees listen to every individual customer/passenger very carefully, this result indicates that the quality of the services provided by bus terminal service provider's employees/agents was considered to be neither satisfactory nor unsatisfactory. Only 1(2.0%) of the respondents from Ubungo bus terminal strongly agreed that the waiting room service provider's employees/agents listen

to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be very satisfactory. However, the respondents from MBT did not responded to questions on this aspect; this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.29: Frequency distribution of the respondents by bus terminal on security /police station service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 4              | 20    | 2         | 18       | 6                 | 50    |
|              | %     | 8.0            | 40.0  | 4.0       | 36.0     | 12.0              | 100.0 |
| Msamvu       | Count | 1              | 30    | 2         | 11       | 3                 | 47    |
|              | %     | 2.1            | 63.8  | 4.3       | 23.4     | 6.4               | 100.0 |
| Total        | Count | 5              | 50    | 4         | 29       | 9                 | 97    |
|              | %     | 5.2            | 51.5  | 4.1       | 29.9     | 9.3               | 100.0 |

**Source:** Field data-2008

Table 4.29 indicates that 20(40.0%) and 30(63.8%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the security/police station service provider's employees/agents listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be satisfactory. Eighteen (18) or 36.0% and 11(23.4%) of the respondents disagreed that the security/police station service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be unsatisfactory. Six (6) or 12.0% and 3(6.4%) of the respondents strongly disagreed that the security /police station service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the services provided were considered to be very unsatisfactory. Table 4.29 shows further that 4(8.0%) and 1(2.1%) of the

respondents from Ubungo and Msamvu bus terminals respectively strongly agreed that the security/police station service provider's employees/agents listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be very satisfactory. However, 2(4.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the security/police station service provider's employees/agents listen to every individual customer/passenger very carefully, this result indicates that the quality of services provided by bus terminal service provider's employees/agents was considered to be neither satisfactory nor unsatisfactory.

**Table 4.30: Frequency distribution of the respondents by bus terminal on loading/unloading bays service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly Disagree |       |
| Ubungo       | Count | 2              | 19    | 3         | 22       | 4                 | 50    |
|              | %     | 4.0            | 38.0  | 6.0       | 44.0     | 8.0               | 100.0 |
| Msamvu       | Count | -              | 9     | 3         | 30       | 5                 | 47    |
|              | %     | -              | 19.1  | 6.5       | 63.8     | 10.6              | 100.0 |
| Total        | Count | 2              | 28    | 6         | 52       | 9                 | 97    |
|              | %     | 2.1            | 28.9  | 6.1       | 53.6     | 9.3               | 100.0 |

**Source:** Field data-2008

Table 4.30 shows that 22(44.0%) and 30(63.8%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the loading/unloading bay service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be unsatisfactory. Nineteen (19) or 38.0% and 9(19.1%) of the respondents agreed that the loading/unloading bay service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be satisfactory. Table 4.30 shows further that 4(8.0%)

and 5(10.6%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the loading/unloading bay service provider's employees listen to every individual customer/passenger very carefully. This result indicates that the service provided was considered to be very unsatisfactory. Three (3) or 6.0% and 3(6.5%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the loading/unloading bay service provider's employees/agents listen to every individual customer/passenger very carefully, this result indicates that the quality of services provided by bus terminal service provider's employees/agents was considered to be neither satisfactory nor unsatisfactory. Only 2(4.0%) of the respondents from Ubungo Bus terminal strongly agreed that loading/unloading bay service provider's employees/agents listen to every individual customer/passenger very carefully, this result shows that the service provided was considered to be very satisfactory. However, the respondents from Msamvu bus terminals did not respond to the questions on this aspect, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.31: Frequency distribution of the respondents by bus terminal on telephone booth service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 2              | 23    | 5         | 14       | 6                 | 50    |
|              | %     | 4.0            | 46.0  | 10.0      | 28.0     | 12.0              | 100.0 |
| Msamvu       | Count | -              | 1     | -         | 1        | 45                | 47    |
|              | %     | -              | 2.1   | -         | 2.1      | 95.7              | 100.0 |
| Total        | Count | 2              | 24    | 5         | 15       | 51                | 97    |
|              | %     | 2.1            | 24.7  | 5.2       | 15.4     | 52.6              | 100.0 |

**Source:** Field data-2008

Table 4.31 shows that 6(12.0%) and 45(95.7%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the telephone booth service provider's employees/agents listen to every individual customer/passenger very carefully. These results reveal that the services provided were considered to be very unsatisfactory. Twenty three (23) or 46.0%) and 1(2.1%) of the respondents agreed that the telephone booth service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be satisfactory. Fourteen (14) or 28.0% and 1(2.1%) of the respondents disagreed that the telephone booth service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be unsatisfactory.

Table 4.31 shows further that 5(10.0%) of the respondents from Ubungo bus terminal were uncertain that the telephone booth service provider's employees/agents listen to every individual customer/passenger very carefully, this result indicates that the quality of services provided by bus terminal service provider's employees/agents was considered to be neither satisfactory nor unsatisfactory. However, 2(4.0%) of the respondents from Ubungo bus terminal strongly agreed that, the telephone booth service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be very satisfactory and the respondents from MBT did not respond to questions on this aspect.

**Table 4.32: Frequency distribution of the respondents by bus terminal on lost property room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 5     | 3         | 30       | 12                | 50    |
|              | %     | -              | 10.0  | 6.0       | 60.0     | 24.0              | 100.0 |
| Msamvu       | Count | -              | -     | 1         | 1        | 45                | 47    |
|              | %     | -              | -     | 2.1       | 2.1      | 95.8              | 100.0 |
| Total        | Count | -              | 5     | 4         | 31       | 47                | 97    |
|              | %     | -              | 5.2   | 4.1       | 31.9     | 58.8              | 100.0 |

**Source:** Field data-2008

Table 4.32 shows, the majority of the respondents 12(24.0%) and 45(95.8%) from Ubungo and Msamvu bus terminals respectively strongly disagreed that the lost property room service provider's employees listen to every individual customer/passenger very carefully. This result indicates that the services provided were considered to be very unsatisfactory. Thirty (30) or 60.0% and 1(2.1%) of the respondents disagreed that the lost property room service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be unsatisfactory. Only 5(10.0%) of the respondents from Ubungo bus terminal agreed that the lost property room service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be satisfactory. Table 4.32 shows further that 3(6.0%) and 2(2.1%) from Ubungo and Msamvu bus terminals respectively were uncertain that the lost property room service provider's employees/agents listen to every individual customer/passenger very carefully. These results indicate that the quality of services provided by bus terminal service provider's employees/agents was considered to be neither satisfactory nor unsatisfactory. The respondents from MBT did not respond to this option. Furthermore, the respondents from both bus terminals did not respond to

question on the aspect of strongly agree option, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.33: Frequency distribution of the respondents by bus terminal on booking office service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 2              | 18    | 2         | 9        | 19                | 50    |
|              | %     | 4.0            | 38.0  | 4.0       | 18.0     | 38.0              | 100.0 |
| Msamvu       | Count | -              | 25    | 2         | 18       | 2                 | 47    |
|              | %     | -              | 53.1  | 4.3       | 38.3     | 4.3               | 100.0 |
| Total        | Count | 2              | 43    | 4         | 27       | 21                | 97    |
|              | %     | 2.1            | 44.4  | 4.1       | 27.8     | 21.6              | 100.0 |

**Source:** Field data-2008

Table 4.33 shows that 18(38.0%) and 25(53.1%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the booking office service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be satisfactory. Nine (9) or 18.0% and 18(38.3%) of the respondents disagreed that the booking office service provider's employees listen to every individual customer/passenger very carefully. These results reveal that service provided was considered to be unsatisfactory. Nineteen (19) or 38.0% and 2(4.3%) of the respondents strongly disagreed that the booking office service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be very unsatisfactory. Table 4.33 shows further that 2(4.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the booking office service provider's employees/agents listen to every individual customer/passenger very carefully.

This result indicates that the qualities of services provided were considered to be neither satisfactory nor unsatisfactory. However, 2(4.0%) of the respondents from Ubungo bus terminal strongly agreed that, the booking office service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be very satisfactory, and the respondents from MBT did not respond to questions on this aspect.

**Table 4.34: Frequency distribution of the respondents by bus terminal on toilet and canteen service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 30    | 4         | 12       | 4                 | 50    |
|              | %     | -              | 60.0  | 8.0       | 24.0     | 8.0               | 100.0 |
| Msamvu       | Count | 1              | 26    | 4         | 14       | 2                 | 47    |
|              | %     | 2.1            | 55.3  | 8.5       | 29.8     | 4.3               | 100.0 |
| Total        | Count | 1              | 56    | 8         | 26       | 6                 | 97    |
|              | %     | 1.0            | 57.8  | 8.2       | 26.8     | 6.2               | 100.0 |

**Source:** Field data-2008

Table 4.34 shows that 30(60.0%) and 26(55.3%) of the respondents from Ubungo and Msamvu bus terminals respectively agreed that the Toilet and Canteen service provider's employees listen to every individual customer/passenger very carefully. These results reveal that the service provided was considered to be satisfactory. Twenty (12) or 24.0% and 14(29.8%) of the respondents disagreed that the Toilet and Canteen service provider's employees listen to every individual customer/passenger very carefully. These results indicate that, the service provided was considered to be unsatisfactory. Table 4.34 shows further that 4(8.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals strongly disagreed that the Toilet and Canteen service provider's employees listen to every individual customer/passenger very carefully. This result indicates that,

the service provided was considered to be very satisfactory. Four (4) or 8.0% and 4(8.5%) of the respondents from Ubungu and Msamvu bus terminals respectively were uncertain that the Toilet and Canteen service provider's employees/agents listen to every individual customer/passenger very carefully . These results indicate that, the quality of services provided by bus terminal service provider's employees/agents was considered to be neither satisfactory nor unsatisfactory. Only 1(2.1%) of the respondents from MBT strongly agreed that the Toilet and Canteen service provider's employees listen to every individual customer/passenger very carefully. These results indicate that service provided was considered to be very satisfactory. However, the respondents from Ubungu bus terminal did not respond to questions on this aspect, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.35: Frequency distribution of the respondents by bus terminals on bus terminal service providers**

| Bus terminal service providers | Responses           |              |            |              |            |                     |              |            |             |              |
|--------------------------------|---------------------|--------------|------------|--------------|------------|---------------------|--------------|------------|-------------|--------------|
|                                | Ubungu bus terminal |              |            |              |            | Msamvu bus terminal |              |            |             |              |
|                                | SA                  | Ag           | Unc        | D.A          | SD         | S.A                 | Ag           | Unc        | DA          | SD           |
| Waiting room                   | 1<br>(5)            | 12<br>(48)   | 4<br>(12)  | 20<br>(40)   | 13<br>(13) | -                   | 12<br>(48)   | 2<br>(6)   | 20<br>(40)  | 13<br>(13)   |
| Security/Police Station        | 4<br>(20)           | 20<br>(96)   | 2<br>(6)   | 18<br>(36)   | 6<br>(6)   | 1<br>(5)            | 30<br>(120)  | 2<br>(6)   | 11<br>(22)  | 3<br>(3)     |
| Loading/Unloading bay          | 2<br>(10)           | 19<br>(76)   | 3<br>(9)   | 22<br>(44)   | 4<br>(4)   | -                   | 9<br>(36)    | 3<br>(9)   | 30<br>(60)  | 5<br>(5)     |
| Telephone booth                | 2<br>(10)           | 23<br>(92)   | 5<br>(15)  | 14<br>(28)   | 6<br>(6)   | -                   | 1<br>(4)     | -          | 1<br>(2)    | 45<br>(45)   |
| Lost property room             | -                   | 5<br>(20)    | 3<br>(9)   | 30<br>(60)   | 12<br>(12) | -                   | -            | 1<br>(3)   | 1<br>(2)    | 45<br>(45)   |
| Booking office                 | 2<br>(10)           | 18<br>(72)   | 2<br>(6)   | 9<br>(18)    | 19<br>(19) | -                   | 25<br>(10)   | 2<br>(6)   | 18<br>(36)  | 2<br>(2)     |
| Toilet and Canteen             | -                   | 30<br>(120)  | 4<br>(12)  | 12<br>(24)   | 4<br>(4)   | 1<br>(5)            | 26<br>(104)  | 4<br>(12)  | 12<br>(24)  | 4<br>(4)     |
| TOTAL                          | 11<br>(55)          | 127<br>(508) | 23<br>(69) | 125<br>(250) | 64<br>(64) | 2<br>(10)           | 103<br>(412) | 14<br>(42) | 93<br>(186) | 117<br>(117) |

**Source:** Field data-2008

**Decision rule for Ubungo bus terminal:**

- If (i) TSV > 1050 Means favourable opinion  
(ii) TSV < 1050 Means unfavourable opinion  
(iii) TSV = 1050 Means neutral attitude  
Where TSV = Total Score Value

**Decision rule for Msamvu bus terminal:**

- If (i) TSV > 987 Means Favourable Opinion  
(ii) TSV < 987 Means unfavourable opinion  
(iv) TSV = 987 Means neutral attitude  
Where TSV = Total Score Value

Table 4.35 shows that TSV at Ubungo bus terminal was between 55 and 508, which is below 1050. This result means unfavourable opinion. For that matter, service provider/agent's employees do not listen to every individual customer/passenger very carefully. In that sense, a service gap exists. Table 4.35 indicates further that TSV at MBT was between 10 and 412, which is below 987, this result means that the opinion is unfavourable and that service provider/agent's employees do not listen to every individual customers/passengers very carefully. In this respect, a service gap exists.

The analysis using Karl Pearson's Coefficient of Correlation indicates a statistically significant linear relationship between empathy attributes and passengers' satisfaction. The relationships are presented in Table 4.36, which shows that passengers' satisfaction is associated with all empathy attributes at 0.05 and 0.01 significant levels.

**Table 4.36: Pearson's correlation coefficient between empathy attributes and passenger's satisfaction at bus terminals**

| S/N | Attributes                       | Corr. Coeff. | Coeff. of Determination |
|-----|----------------------------------|--------------|-------------------------|
| 1   | Waiting room services            | .746         | 55.65%                  |
| 2   | Security/Police station services | -.169        | 2.85%                   |
| 3   | Loading/Unloading bay services   | .780         | 60.84%                  |
| 4   | Telephone booth services         | .785         | 61.62%                  |
| 5   | Lost property room services      | .859         | 73.79%                  |
| 6   | Booking office services          | .523         | 27.35%                  |
| 7   | Toilets and Canteen services     | .513         | 26.32%                  |

**Source:** Field data-2008

The response for the first, third, fourth and fifth items indicate a higher degree of correlation, implying that passengers who will be very satisfied in one of these items will tend to be very satisfied in other items. The sixth and seventh items indicate a moderate degree of correlation between assurance attributes and passengers' satisfaction at Bus terminals. This implies that passengers who will be satisfied with one of the items will tend get a reasonable satisfaction from other items. Moreover, the second item indicates a low degree of correlation. Coefficient of determination ( $r^2$ ) of these variables ranged from 2.85% to 73.79%, implying that the variation in satisfaction values is explained by those attributes. Therefore, an increase in listening to every individual customer/passenger very carefully leads to an increase of passengers' satisfaction at the Bus terminal. This result implies that as the empathy in the provision of the promised services increases the passengers' satisfaction will also increases.

#### **4.1.5 Bus terminal service providers vis-a-vis tangible attributes**

Question 11 (attached in appendix III) asked the respondents whether the appearance of physical facilities, equipment, personnel and communication

materials are conducive to the provision of expected service quality. The respondents marked one of the given options that reflect their opinion. Their responses are illustrated in Tables 4.37, 4.38, 4.39, 4.40, 4.41, 4.42, 4.44, and 4.55

**Table 4.37: Frequency distribution of the respondents by bus terminal on waiting room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 12    | 2         | 26       | 10                | 50    |
|              | %     | -              | 24.0  | 4.0       | 52.0     | 20.0              | 100.0 |
| Msamvu       | Count | -              | 1     | 2         | 23       | 21                | 47    |
|              | %     | -              | 2.1   | 4.2       | 49.0     | 44.7              | 100.0 |
| Total        | Count | -              | 13    | 4         | 49       | 31                | 97    |
|              | %     | -              | 13.4  | 4.1       | 50.5     | 32.0              | 100.0 |

**Source:** Field data-2008

Table 4.37 shows that, majority of the respondents, 26(52.0%) and 23(49.0%) from Ubungo and Msamvu bus terminals respectively disagreed that the appearance of waiting room's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality. These results reveal that the service provided was considered to be unsatisfactory. Ten (10) or 20.0% and 21(44.7%) of the respondents strongly disagreed that the appearance of waiting room's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality. These results reveal that the service provided was considered to be very unsatisfactory. Table 4.37 shows further that 12(24.0%) and 1(2.1%) of the respondents agreed that the appearance of waiting room's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality. This result reveals that a service provided was

considered to be satisfactory. Two (2) or 4.0% and 2(4.2%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the appearance of waiting room's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service. This result implies that the quality of the services provided was considered to be neither satisfactory nor unsatisfactory. However, the respondents from both bus terminals did not respond to a question on the aspect of strongly agree option, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.38: Frequency distribution of the respondents by bus terminal on security/police station service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly Agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 2              | 12    | 2         | 24       | 10                | 50    |
|              | %     | 4.0            | 24.0  | 4.0       | 48.0     | 20.0              | 100.0 |
| Msamvu       | Count | 1              | 16    | 2         | 25       | 3                 | 47    |
|              | %     | 2.1            | 34.0  | 4.3       | 53.2     | 6.4               | 100.0 |
| Total        | Count | 3              | 28    | 4         | 49       | 13                | 97    |
|              | %     | 3.1            | 28.9  | 4.1       | 50.6     | 13.4              | 100.0 |

**Source:** Field data-2008

Table 4.38 shows that 24(48.0%) and 25(53.2%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the appearance of security/police station's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be unsatisfactory. Twelve (12) or 24.0% and 16(34.0%) of the respondents agreed that the appearance of security/police station's physical facilities, equipment, personnel and communication materials are conducive to the provision of the

expected service quality. These results reveal that the service provided was considered to be satisfactory. Table 4.38 shows further that 2(4.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the appearance of security/police station's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. This implies that the quality of the services provided was considered to be neither satisfactory nor unsatisfactory. Ten (10) or 20.0% and 3(6.4%) of the respondents strongly disagreed that the appearance of security /police station's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality. These results reveal that services provided were considered to be very unsatisfactory. However, 2(4.0%) and 1(2.1%) of the respondents strongly agreed that the appearance of security/police station's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be very satisfactory.

**Table 4.39: Frequency distribution of the respondents by bus terminal on loading/unloading service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 17    | 2         | 22       | 9                 | 50    |
|              | %     | -              | 34.0  | 4.0       | 44.0     | 18.0              | 100.0 |
| Msamvu       | Count | -              | 5     | 2         | 30       | 10                | 47    |
|              | %     | -              | 10.6  | 4.3       | 63.8     | 21.3              | 100.0 |
| Total        | Count | -              | 22    | 4         | 52       | 19                | 97    |
|              | %     | -              | 22.7  | 4.1       | 53.6     | 19.6              | 100.0 |

**Source:** Field data-2008

Table 4.39 shows that 22(44.0%) and 30(63.8%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the appearance of loading/unloading bay's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be unsatisfactory. Seventeen (17) or 34.0% and 5(10.6%) of the respondents agreed that the appearance of loading/unloading bay's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be satisfactory. Table 4.39 shows further that 9(18.0%) and 10(21.3%) of the respondents strongly disagreed that the appearance of loading/unloading bay's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality. This result indicates that the service provided was considered to be very unsatisfactory. Two (2) or 4.0% and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the appearance of loading /unloading bay's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results indicate that the quality of the services provided was considered to be neither satisfactory nor unsatisfactory. However, the respondents from both bus terminals did not respond to a questions on the aspect of strongly agree option, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.40: Frequency distribution of the respondents by bus terminal on telephone booth service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | 1              | 23    | -         | 23       | 3                 | 50    |
|              | %     | 2.0            | 46.0  | -         | 46.0     | 6.0               | 100.0 |
| Msamvu       | Count | -              | 1     | 6         | -        | 40                | 47    |
|              | %     | -              | 2.1   | 12.8      | -        | 85.1              | 100.0 |
| Total        | Count | 1              | 24    | 6         | 23       | 43                | 97    |
|              | %     | 1.0            | 24.7  | 6.2       | 23.7     | 44.4              | 100.0 |

**Source:** Field data-2008

Table 4.40 shows that , majority of the respondents, 3(6.0%) and 40(85.1%) from Ubungo and Msamvu bus terminals respectively strongly disagreed that the appearance of telephone booth's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be very unsatisfactory. Twenty three (23) 46.0% and 1(2.1%) of the respondents agreed that the appearance of telephone booth's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that service provided was considered to be satisfactory.

Table 4.40 shows further that only 23(46.0%) of the respondents from Ubungo bus terminal disagreed that the appearance of telephone booth's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the services provided were considered to be unsatisfactory. Only 6(12.8%) of the respondents from MBT were uncertain that the appearance of telephone booth's physical facilities,

equipment, personnel and communication materials are conducive to the provision of the expected service quality. This result indicates that, the quality of services provided by bus terminal service provider's employees/agents were considered to be neither satisfactory nor unsatisfactory. Again, only 1(2.0%) of the respondents from Ubungo bus terminal strongly agreed that the appearance of telephone booth's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality; this result indicates that the service provided was considered to be very satisfactory. The respondents from MBT did not respond to questions on this aspect.

**Table 4.41: Frequency distribution of the respondents by bus terminal on lost property room service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 7     | 2         | 23       | 18                | 50    |
|              | %     | -              | 14.0  | 4.0       | 46.0     | 36.0              | 100.0 |
| Msamvu       | Count | -              | -     | 3         | -        | 44                | 47    |
|              | %     | -              | -     | 6.4       | -        | 95.6              | 100.0 |
| Total        | Count | -              | 7     | 5         | 23       | 62                | 97    |
|              | %     | -              | 7.2   | 5.2       | 23.7     | 63.9              | 100.0 |

**Source:** Field data-2008

Table 4.41 indicates that, the majority, 18(36.0%) and 44(95.6%) of the respondents from Ubungo and Msamvu bus terminals respectively strongly disagreed that the appearance of lost property room's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. This result reveals that the services provided were considered to be very unsatisfactory. Only 23(46.0%) of the respondents from Ubungo bus terminal disagreed that the appearance of lost property room's

physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be unsatisfactory, and 7(14.0%) of the respondents from Ubungo bus terminal agreed that the appearance of physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be satisfactory. The respondents from Msamvu bus terminals did not respond to the last two options. That being the case 2(4.0%) and 3(6.4%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the appearance of lost property room's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. This result indicates that the quality of services provided was considered to be neither satisfactory nor unsatisfactory. However, the respondents from both bus terminals did not respond to a question on the aspect of strongly agree option, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.42: Frequency distribution of the respondents by bus terminal on booking office service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 14    | 2         | 18       | 16                | 50    |
|              | %     | -              | 28.0  | 4.0       | 36.0     | 32.0              | 100.0 |
| Msamvu       | Count | -              | 2     | 2         | 25       | 18                | 47    |
|              | %     | -              | 4.3   | 4.3       | 53.1     | 38.3              | 100.0 |
| Total        | Count | -              | 16    | 4         | 43       | 34                | 97    |
|              | %     | -              | 16.5  | 4.1       | 44.3     | 35.1              | 100.0 |

**Source:** Field data-2008

Table 4.42 shows that 18(36.0%) and 25(53.1%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the appearance of the booking office's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that, service provided was considered to be unsatisfactory. Sixteen (16) or 32.0% and 18(38.3%) of the respondents strongly disagreed that the appearance of the booking office's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. These results reveal that the service provided was considered to be very unsatisfactory.

The findings from Table 4.42 indicates further that 14(28.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals agreed that the appearance of the booking office's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality; These results reveal that the service provided was considered to be satisfactory. However, 2(4.0%) and 2(4.3%) of the respondents from Ubungo and Msamvu bus terminals were uncertain that the appearance of booking office's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality. This result indicates that the services provided were considered to be neither satisfactory nor unsatisfactory. The respondents from both bus terminals did not respond to a question on the aspect of strongly agree option, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.43: Frequency distribution of the respondents by bus terminal on toilet and canteen service**

| Bus terminal |       | Responses      |       |           |          |                   | Total |
|--------------|-------|----------------|-------|-----------|----------|-------------------|-------|
|              |       | Strongly agree | Agree | Uncertain | Disagree | Strongly disagree |       |
| Ubungo       | Count | -              | 21    | 1         | 22       | 6                 | 50    |
|              | %     | -              | 42.0  | 2.0       | 44.0     | 12.0              | 100.0 |
| Msamvu       | Count | -              | 4     | 4         | 36       | 3                 | 47    |
|              | %     | -              | 8.5   | 8.5       | 76.6     | 6.4               | 100.0 |
| Total        | Count | -              | 25    | 5         | 58       | 9                 | 97    |
|              | %     | -              | 25.8  | 5.2       | 59.7     | 9.3               | 100.0 |

**Source:** Field data-2008

Table 4.43 shows that 22(44.0%) and 36(76.6%) of the respondents from Ubungo and Msamvu bus terminals respectively disagreed that the appearance of Toilet and Canteen's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality. These results reveal that service provided was considered to be unsatisfactory. Twenty one (21) or 42.0% and 4(8.5%) of the respondents agreed that the appearance of Toilet and Canteen physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service quality; These results indicate that the service provided was considered to be satisfactory. The findings from Table 4.43 shows further that 6(12.0%) and 3(6.4%) of the respondents strongly disagreed that the appearance of Toilet and Canteen's physical facilities, equipment, personnel and communication materials are conducive to the provision of the expected service quality. This result indicates that, the service provided was considered to be very satisfactory. Only 1(2.0%) and 4(8.5%) of the respondents from Ubungo and Msamvu bus terminals respectively were uncertain that the appearance of Toilet and Canteen's physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service . This

result indicates that the qualities of services provided were considered to be neither satisfactory nor unsatisfactory. However, the respondents from both bus terminals did not respond to a question on the aspect of strongly agree option, this result indicates that the service provided was considered to be not very satisfactory.

**Table 4.44: Frequency distribution of the respondents by bus terminals on bus terminal service providers**

| Bus terminal service providers | Responses           |              |            |              |            |                     |             |            |              |              |
|--------------------------------|---------------------|--------------|------------|--------------|------------|---------------------|-------------|------------|--------------|--------------|
|                                | Ubungu bus terminal |              |            |              |            | Msamvu bus terminal |             |            |              |              |
|                                | SA                  | Ag           | Unc        | DA           | S.D        | SA                  | Ag          | Unc        | DA           | SD           |
| Waiting room                   | -                   | 12<br>(48)   | 2<br>(6)   | 26<br>(52)   | 10<br>(10) | -                   | 1<br>(4)    | 2<br>(6)   | 23<br>(46)   | 21<br>(21)   |
| Security/Police Station        | 2<br>(10)           | 12<br>(48)   | 2<br>(6)   | 24<br>(48)   | 10<br>(10) | 1<br>(5)            | 16<br>(64)  | 2<br>(6)   | 25<br>(50)   | 3<br>(3)     |
| Loading/Unloading bay          | -                   | 17<br>(68)   | 2<br>(6)   | 22<br>(44)   | 9<br>(9)   | -                   | 5<br>(20)   | 2<br>(6)   | 30<br>(60)   | 10<br>(10)   |
| Telephone booth                | 1<br>(5)            | 23<br>(92)   | -          | 23<br>(46)   | 3<br>(3)   | -                   | 1<br>(4)    | 6<br>(36)  | -            | 40<br>(40)   |
| Lost property room             | -                   | 7<br>(28)    | 2<br>(6)   | 23<br>(46)   | 18<br>(18) | -                   | -           | 3<br>(9)   | -            | 44<br>(44)   |
| Booking office                 | -                   | 14<br>(56)   | 2<br>(6)   | 18<br>(36)   | 16<br>(16) | -                   | 2<br>(8)    | 2<br>(6)   | 25<br>(50)   | 18<br>(18)   |
| Toilet and Canteen             | -                   | 21<br>(84)   | 1<br>(3)   | 22<br>(44)   | 6<br>(6)   | -                   | 4<br>(16)   | 4<br>(12)  | 36<br>(72)   | 3<br>(3)     |
| <b>Total</b>                   | 3<br>(15)           | 106<br>(424) | 11<br>(33) | 158<br>(316) | 72<br>(72) | 1<br>(5)            | 29<br>(116) | 21<br>(63) | 139<br>(278) | 139<br>(139) |

**Source:** Field data-2008

#### **Decision rule for Ubungu bus terminal:**

- If (i) TSV > 1050 Means favourable opinion
- (ii) TSV < 1050 Means unfavourable opinion
- (iii) TSV = 1050 Means neutral attitude

Where TSV = Total Score value

**Decicion rule for Msamvu bus terminal:**

- If (i)         $TSV > 987$  Means favourable opinion  
      (ii)         $TSV < 987$  Means unfavourable opinion  
      (iii)         $TSV = 987$  Means neutral attitude  
Where     $TSV =$  Total Score value

Table 4.44 indicates that TSV at Ubungo bus terminal was between 15 and 424 that are below 1050. This result means unfavourable opinion. For that matter, the appearance of service provider/agent's physical facilities, equipment, personnel and communication materials are not conducive to the provision of the expected service quality. In that sense, a service gap exists. Table 4.44 indicates further that TSV at MBT falls between 5 and 278 that are below 987, this result means that the opinion is unfavourable and that the appearance of service provider/agent's physical facilities, equipment, personnel and communication materials are not conducive to the provision of the expected service quality. In that sense, a service gap exists.

The analysis using Karl Pearson's Coefficient of Correlation indicates a statistically significant linear relationship, between tangible attributes and passengers' satisfaction. The relationships are presented in Table 4.45, which shows that passengers' satisfaction is associated with all tangible attributes at 0.05 and 0.01 significant levels.

**Table 4.45: Pearson's correlation coefficient between tangibles on bus terminal attributes and passenger's satisfaction at bus terminals**

| S/N | Attributes                       | Corr. Coeff. | Coeff. Of Determination |
|-----|----------------------------------|--------------|-------------------------|
| 1   | Waiting room services            | .887         | 78.68%                  |
| 2   | Security/Police station services | .642         | 41.23%                  |
| 3   | Loading/Unloading bay services   | .886         | 78.50%                  |
| 4   | Telephone booth services         | .805         | 64.80%                  |
| 5   | Lost property room services      | .901         | 81.18%                  |
| 6   | Booking office services          | .895         | 80.10%                  |
| 7   | Toilets and Canteen services     | .852         | 72.59%                  |

**Source:** Field data-2008

The responses for the all items, except the second, indicate a higher degree of correlation, implying that passengers who will be very satisfied in one of these items will tend to be very satisfied in other items. The second item indicates a moderate degree of correlation between tangible attributes and passengers' satisfaction at Bus terminals. This implies that passengers who will be satisfied with one of the items will tend to be reasonably satisfied with other items. Moreover, coefficient of determination ( $r^2$ ) of these variables ranged from 41.23% to 81.18%, implying that the variation in satisfaction values is explained by those attributes. Therefore, as conduciveness of the appearance of physical facilities, equipments, personnel and communication materials increases, the passengers' satisfaction at Bus terminals will tend to increase. This result implies that as the tangibles in the provision of the promised services increases the passengers' satisfaction will also increase.

## **PART TWO: QUALITATIVE FINDINGS**

### **4.2 Transport characteristics of Dar es Salaam city**

Dar es Salaam city is situated on the coastal belt of the Indian Ocean in Tanzania Mainland. It covers a total surface area of about 1,800 square kilometres, comprising of 1,393 square kilometres of land mass with eight offshore islands, which cover about 0.19% of the entire Tanzania Mainland's area. The City is located between latitudes 6.36 degree and 7.0 degree to the south of Equator and longitudes 39.0 and 33.33 to the east of Greenwich. It borders the Indian Ocean on the east and the Coast Region on the other sides. The City is characterised by a tropical climate with a mean annual temperature of 26° C and an average humidity of 96% in the morning and 67% in the afternoon (JICA *et al.* 1995).

Dar es Salaam city is influenced mainly by two major wind movements namely, the southeast trade winds of the Indian Ocean between April to September and the northeast winds from the direction of the Saudi Arabia desert between January and March. The sun is directly overhead at the end of March and September and it is southerly from October to February (JICA *et al.* 1995). Dar es Salaam city has three main seasons this includes, dry season, the short rain season and the long rains season. The dry season extends from June through October; the short rains season with coverage of 75 mm to 100 mm extends from November to December and finally the long rains season with a monthly coverage of around 150 mm to 300 mm between March and May. However, the month of April has the greatest rainfall and least wind movement (JICA *et al.* 1995). Apart from being commercial City of Tanzania, all commanding heights of the economy are located in Dar es Salaam city. Dar es Salaam is one of the 26 administrative regions under the central government of the United Republic of Tanzania. The City still serves as a capital seat of the government where the office of the President, most government ministries and all diplomatic missions/donor agencies are located despite the shifting of the official capital to Dodoma. Dar es Salaam city has the largest urban population in the country with the fastest growth rate of both human

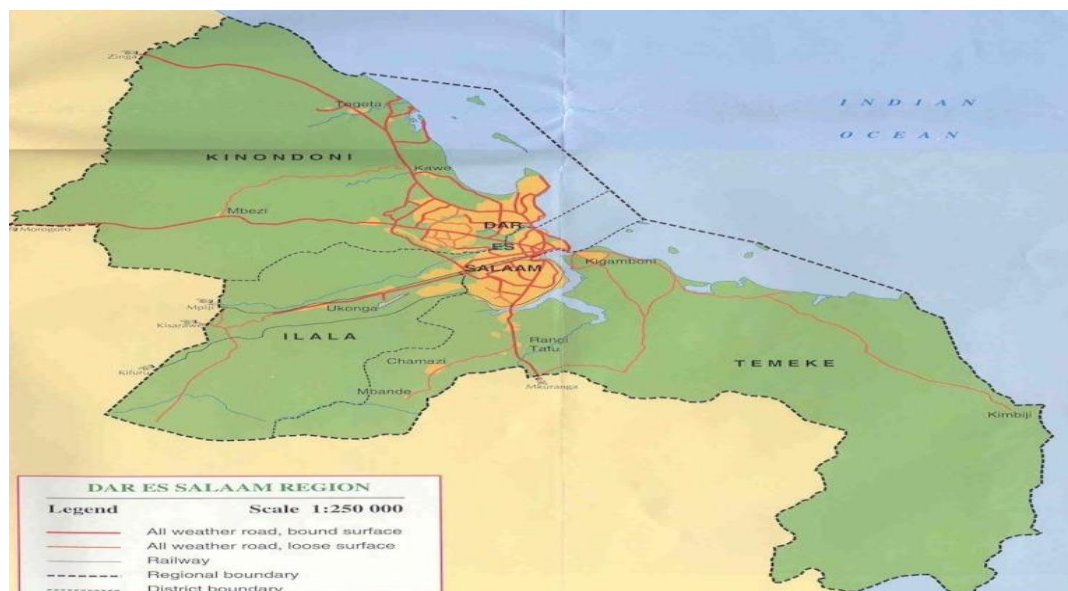
and motor vehicle population (4.3) and (8.0 percents) respectively (JICA *et al.* 1994 and 1995). The City has experienced very high population growth. In 1988, it had a population of 1,360,850 persons. By 1997, the population increased to 2,475,928 persons. As it has been discussed previously, Dar es Salaam city inhabitants constituted 120% of 1988-2002 population growth rates. People are engaged in occupations ranging from small businesses, manufacturing, transportation, construction works, education/health services and other things of the same nature (URT, 2008). The Dar es Salaam city generates about eighty (80 percent) of the government's internal revenue.

Administratively Dar es Salaam city comprises three municipal councils (Figure 4.1) elected by the local communities of Ilala, Kinondoni and Temeke each one having regional autonomy and local administration. Dar es Salaam city Council (DCC) plays a coordination role and it is responsible for providing services which are cross cutting in nature like transport services. An internal subdivision exists down to ward and sub ward amounting to seventy three (73) wards and one hundred eighty three (383) sub wards. The City regional administration structure offers a well-defined division into four levels of power. The centralised power, represented by Dar es Salaam city Council itself along with the Prime Minister's Office for Local Government and Regional Administration (PMORALG) and an internal regional division into three municipalities covering the entire City's administrative boundary.

Given its strategic location in the Southern tourist circuit and Zanzibar, The City handles many tourists in a year. It has the biggest International Airport and Harbours (Port) in the country, which serve the country and other neighbouring landlocked countries in Eastern, Central and Southern Africa. These countries include Uganda, Rwanda, Malawi, Zimbabwe, Burundi, Zambia and the Democratic Republic of Congo.

The above geographic, economic, social and political importance of Dar es Salaam indicates that the City is the transport node of Tanzania and Eastern, Central and Southern Africa Region. The provision of government, commercial and social services within the City makes mobility of people and goods a major activity. The increase of travellers and buses to and from the City is attributed to this geographical economical, social and political importance of Dar es Salaam city. This implies that UBT accommodates these travellers by providing them with terminal facility services. Road transport is used much more than marine and rail transport. Maritime transport is mainly used by a small portion of residents who use fast boats that play between Dar es Salaam and Zanzibar and a Ferrying pantone from Kigamboni to Dar es Salaam. The rail transportation network was restricted to the movement of heavy and bulk cargo from port to big industries, upcountry/overseas transportation and vice versa.

**Figure 4.1: Dar es Salaam city - municipal council's boundaries**



**Source:** Field data-2008

The Dar es Salaam city road network (Fig. 4.2) is divided into two administrative categories. One category is under the central government, which is represented by the Tanzania Roads Agency (TANROADS), and another category is under the local government authority that is the Dar es Salaam city Council (DCC), which is represented by the three municipal councils of Ilala, Temeke and Kinondoni. Dar es Salaam road network was structured along a road axis that connects it to other cities in the continent. Roadways are scarce and the road capacity is low. The reliable information from DART *et al.* (2007) puts the length of the entire City road network at approximately 1140 kilometres of roads of what only 450 kilometres are paved (39.5%). Sidewalks are in most cases in existent and they were not paved in general. In this sense, the road system does not have the required density to develop proper urbanization. The road surface finish comprises 25% asphalt, 35% gravel and 40% earth. The network was divided further into 4-lanes (5%), 2-lanes (34%) and single –lanes (62%). Asphalt roads are mainly located in the Central Business District (CBD) and they includes Bagamoyo, Kawawa, Kilwa, Kurasini-Mandela, Morogoro and Nyerere roads which the traffic uses to enter and leave the City. To-date (2008) Kilwa and Sam-Nujoma roads were developed into 4-lanes. There are only 0.84 kilometres of roadway per km<sup>2</sup> (per kilometre squared). A dense City would have a volume superior than 5 kilometres of roads per km<sup>2</sup>. Due to road conditions and daladala downtown movement difficulties, only 58 road kilometres were used by public transportation.

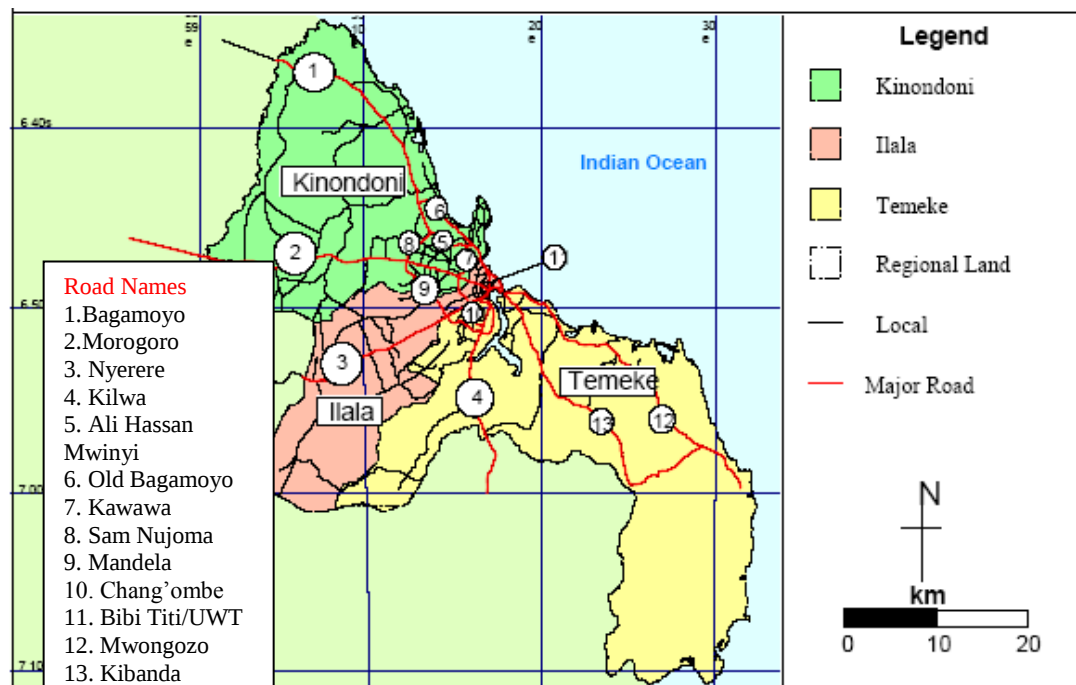
Bagamoyo road connects the City with the Northern part of the Coast Region and acts as an inlet and outlet of arrival and departure travellers who use UBT. Morogoro road is an inter-region/international road, which links Dar es Salaam city and West, Central, Northern and Southern zones of The United Republic of Tanzania and the nearby countries. However, Ubungo Bus terminal facilitates this very important activity by hosting travellers who are either originally start their routes from Dar es Salaam or interchanging transport modes of water from Zanzibar and Air from abroad and vice versa. Nyerere road lined with industries connects UBT with Mwalimu Nyerere International Airport and the Southern part

of Coast Region through Mandela road. Kilwa road connects UBT with the Coastal regions in Southern Tanzania through Morogoro and Mandela roads. Small buses called Daladala with capacities ranging from 16 passengers dominate public transport service. Because the City has developed the main roads, without good network structure, supply and demand are concentrated along the corridors. This situation leads proliferation of daladalas and high volume of traffic. In this case, on peak hours, the biggest circulating traffic share belongs to daladalas. From the origin distribution survey conducted by DART *et al.* (2007), it was noted that trip distributions (trip attraction) are highly concentrated on certain zones/areas such as Kariakoo market, downtown centre (post office) and Muhimbili National Hospital. The main travelling modes within Dar es Salaam city include motor vehicles, motorcycles, carts/bicycles and walking. The majority of Dar es Salaam city residents depend on commuter small and medium buses popularly known as daladalas. Majority of these daladalas are privately owned vehicles licensed to transport people within the City boundaries. Apart from daladala, there are other private vehicles such as saloon cars, station wagons, pickups and to a lesser extent minibuses. For that matter, more than 60 percent of the total number of vehicles in Tanzania operated in the Dar es Salaam city and this makes roads to have several busy crossing and/or bus terminals.

Public transport in Dar es Salaam city is generally poor and unsafe, lacking professionalism, efficiency, quality and safety for the passengers (DART *et al.* 2007). The main factors leading to the above situation includes rapid expansion of the City which had far outpaced the capacity to provide basic infrastructure (such as good roads) and services, poor state of majority of the buses, untrained bus drivers and conductors driven by the pursuit of daily revenue targets payable to the bus owners, non-adherence to traffic rules and regulations and lack of an organised public transport system. However, the service offered is poor due to overloading and overcrowded buses particularly during peak hours, reckless driving, route shortening, and harassment of women, schoolchildren, and polluting vehicles particularly during peak hours dominated by traffic jams on most major roads in

the City. Furthermore, public transport services in Dar es Salaam city are quite inadequate. This follows from the fact that it was mainly offered in road with good conditions especially those along the corridors of the City's arterial roads. The vast areas of the City thus remain without the service, hence creating a mobility problem to the City residents, of whom 48 percent depend on public transport service. In areas where public transport was provided, the bus routes are not provided with adequate facilities. The bus operators use these routes inappropriately. For example buses haphazardly stop in the carriageways, by so doing they block other vehicles behind them from overtaking. Sometimes some of the facilities such as roofing materials of bus stop shelters and road signs are vandalized.

**Figure 4.2: Map of Dar es Salaam city – road network**



**Source:** Field data-2008

#### **4.2.1 Background of Ubungo bus terminal**

Prior to 1999, Dar es Salaam city lacked premises for the provision of Transit cum inter-urban road passenger transport services. In 1998, Dar es Salaam city Council (DCC) decided to acquire the premises owned by UDA. The reason behind was to reduce congestion in The City centre and to reduce accidents that were caused by the congestion which resulted from using unstructured bus terminals along Msimbazi street, Uhuru street, Kisutu area and Mnazi Mmoja areas. Another reason was to improve the quality of service to travellers and raising revenue to the City council. Before the establishment of UBT, bus stands for upcountry regions were spread in all parts of the City. The main ones were Kisutu that was dominated by buses going to and from northern regions of Tanga, Killimanjaro, and Arusha. Mnazi Mmoja was used by the buses to and from southern regions of Iringa, Mbeya, Rukwa and Ruvuma. The buses playing along the central corridor up to the lake zone (Singida, Shinyanga and Mwanza) dominated Msimbazi. However, there was no specific bus stands for buses serving some regions such as Morogoro, Cost, Lindi, Mtwara, Kagera, and Mara. Due to growth of road transportation in the country, the population of passenger buses to and from the City has increased to the extent that the designated bus stands could not accommodate all passenger buses. However, both the City designated bus stands and terminals of individual bus operators did not have the necessary services such as toilets, waiting lounges, medical services, booking offices, and enough parking spaces. The idea to establish a central bus terminal for the up country buses was concentrated before the formation of the commission. A study of the population of buses in the City was conducted in 1998. The Jangwani area near Muhimbili National Hospital was designated for the bus terminal. However before the implementation started, the area was declared by The National Environmental Council as a disaster area-flood plain, hence stalling the project.

In January 1999, UBT was established and DCC started to construct the loading/unloading bays, renovation of waiting room, booking offices, toilets, administration buildings and construction of other terminal facilities (Appendix

VIII). Since the establishment of UBT, Dar es Salaam city council has settled several interventions to improve the quality of services to travellers and revenue correction. The Terminal Management, which operates under the cross-supervision of DCC, continues to provide more services to passengers and to other terminal users. UBT has centralised the up-country bus services and has comparatively increased security to passengers hence reducing complains from stakeholders. In this sense therefore, the establishment of UBT has attracted several investments such as Land mark Hotel, Kibano Hotel, Ubungo Plaza and many more others which are in the offing. This has increased value of the land surrounding the terminal and the neighbouring areas such as Kibangu, Mabibo, Manzese, Msewe, Mwenge and Sinza. The terminal has been developed through Public Private Partnership (PPP). Through this collaboration, some private businesses have made substantial investments through Build, Operate and Transfer (BOT) arrangements. UBT employs more than 1,000 people. It is believed that its optimum operation/utilization could generate additional sources of revenue for the DCC and improve safety for all terminal users. However, lack of adequate investment and master plan of the business hinders the expansion and modernization of the terminal. UBT has an area of 8.3 hectares equivalent to 20.8 acres. The current capacity for bus parking bays for passengers` embarkation and disembarkation was estimated at 500 buses per day (Data Works Associate Limited [DWA], 2006).

#### **4.2.2 Vision and mission of UBT**

Vision and mission statements are rays of growth and operations of any organisation. The SWOT analysis indicated that UBT was hurriedly established without a business plan that would have guided its development and operations. However, DCC needs a dynamic vision for UBT that required the terminal to benchmark itself with similar transit cum inter-urban road passenger transport services within and outside the country in terms of services on offer, quality assurance of its services, security measures, administrative processes, staff quality and any other aspects. In this regards, the vision statement for UBT as it was proposed by (DWA *et al.* 2006) was “...to be a safe bus terminal, which provides

facilities and services of international standards to travellers and service providers who use the terminal...” In order to achieve the vision above, the following mission statement was recommended by DWA *et al.* (2006). That was, “...to be the major bus terminal for up-country buses in Dar es Salaam city offering surplus generating, competitive and high quality services that create value and ensures safety to travellers, service providers and other stakeholders of the terminal, using the most cost-effective technology, qualified and motivated staff...”.

#### **4.2.3 Typology of services at Ubungo bus terminal**

Ubungo bus terminal has an area of 8.3 hectares equivalent to 20.8 acres (DWA *et al.* 2006). At Ubungo bus terminal there are several services which are provided, and these services are presented in Table 4.46.

**Table 4.46: Current services provided at UBT**

| S/No | Services                                         | Capacity |
|------|--------------------------------------------------|----------|
| 1    | Bus Parking                                      | 500      |
| 2    | Taxi Parking                                     | 100      |
| 3    | Ticketing/ Booking Offices                       | 50       |
| 4    | Waiting lounge/ Booking Offices                  | 1        |
| 5    | Luggage Rooms/ Office                            | 2        |
| 6    | Luggage Porter/ Push Carts                       | 70       |
| 7    | Terminal Hotel with 15 Rooms                     | 1        |
| 8    | Bureau de Change                                 | 2        |
| 9    | Restaurants/ Canteen                             | 17       |
| 10   | Bars                                             | 4        |
| 11   | Food vendors                                     | 1        |
| 12   | Toilets                                          | 5        |
| 13   | Theatre Hall                                     | 1        |
| 14   | Shops (whole sale and retail)                    | 13       |
| 15   | Kiosks                                           | 42       |
| 16   | Telephone booths                                 | 21       |
| 17   | Secretarial services                             | 5        |
| 18   | Terminal administration Offices                  | 3        |
| 19   | CCTV- Observation Camera                         | 1        |
| 20   | Barber shop/ salon                               | 7        |
| 21   | Shoe shine                                       | 6        |
| 22   | News paper windows                               | 42       |
| 23   | Car wash                                         | 1        |
| 24   | Filling Station                                  | 1        |
| 25   | Garage                                           | 5        |
| 26   | Public Address System                            | 1        |
| 27   | Water borehole                                   | 1        |
| 28   | Post Office                                      | 1        |
| 29   | Stand -by Generator                              | 1        |
| 30   | Pharmacy                                         | 1        |
| 31   | Dispensary                                       | 1        |
| 32   | Security Companies                               | 6        |
| 33   | Police Station                                   | 1        |
| 34   | Immigration Office                               | 1        |
| 35   | Tanzania Broadcasting Corporation                | 1        |
| 36   | Tyre Centre                                      | 1        |
| 37   | Private Bus terminal of Scandinavia Bus Services | 1        |

**Source:** Field data-2008

Table 4.46 shows the current services at UBT. However, in order to execute its functions, the management of UBT in addition to these services provides other services including the following:

- (i) Providing utilities (water and electricity to bus terminal users,
- (i) Construction, repair and maintenance of the terminal structure,

- (ii) Terminal inspection for enforcement of health and safety standards
- (iii) Supervision and coordination of service providers and
- (iv) Administration and ensuring of revenue collection for DDC.

#### 4.2.4 Characteristics of service providers at Ubungo bus terminal

Basing on the service provider's categories discussed in section 3.10. 1 of this study, Table 4.47, 4.48, 4.49, 4.50, 4.51, 4.52, and 4.53, shows the characteristics of service providers at UBT.

**Table 4.47: Characteristics of waiting room service providers at UBT**

| Service provider                              | Character attribute of service provider                                                |
|-----------------------------------------------|----------------------------------------------------------------------------------------|
| Services                                      | Variety of goods, many food items, many items are not directly related with travellers |
| Performance                                   | Serve many customers, not punctual in serving customers                                |
| Level of education                            | Form four and standard seven                                                           |
| Level of knowledge on customer care           | Trustworthy background, help customers                                                 |
| Level of knowledge on transportation services | Not aware with transportation know how                                                 |
| Personality                                   | Normal, kindness to customers                                                          |
| Appearance of physical facilities             | Poor and not conducive for provision of waiting room services                          |
| Level of services                             | Poor, some services are missing and no consistent                                      |

**Source:** Field data-2008

The waiting room at UBT is located near the Terminal Hotel and the loading/unloading bay. It has about 750 m<sup>2</sup>. The waiting room at UBT has 200-passenger capacity but it accommodates more than 300 travellers. There are two types of passengers who are served in this room including departure passengers and arrival passengers. According to this study departure passengers are travellers, who stay far from UBT for example Kigamboni, Kongowe, Pugu and Bunju. Most of the intercity bus departure schedules are between 12.00 and 5.00 am, these schedules

force travellers to arrive at UBT before the reporting time of their travelling buses. In that sense, they spend more time waiting for the departure time to their destinations. However, there are travellers who stay near the UBT, but since City commuter bus services are not reliable travellers utilize the waiting room services at UBT. Arrival passengers are travellers, who arrive at the UBT, but their destinations are far away from the bus terminal. Some intercity buses arrive at late hours between 3.00 and 6.00 pm, the situation which also cause travellers to share the waiting room services. This is because, during those hours either City commuter buses are not available or some of the arrival passengers fail to get their hosts. Services which are provided at the waiting room includes soft drinks, water, shoe shine services, clothes, bags, breads, handkerchiefs and other similar services (Table 4.47). It was observed that facilities that are used for storage of soft drinks and water include 5 (five) deepfreezes and 20 (twenty) fridges. Other services include food and tea that are provided by food vendors. It was observed that one plate of rice is sold at a price of One thousand Tanzania shillings (1000/=) and that of maize meal at is eight hundred Tanzania shillings (800/=). However, there are public address system and cleaning services, which are provided by Dar es Salaam City management.

**Table 4.48: Characteristics of loading/unloading bay service providers at UBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                                                          |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Services                                      | Variety of services and goods                                                                           |
| Performance                                   | Serving many customers, ready to lead a hand, dependable background                                     |
| Level of education                            | Mixture of standard seven, form four and form six leavers,                                              |
| Level of knowledge on customer care           | Trustworthy background, help customers                                                                  |
| Level of knowledge on transportation services | Not aware with transportation know how                                                                  |
| Personality                                   | Moderate in respecting customers, patient when there is no customers                                    |
| Appearance of physical facilities             | Moderate, some are conducive and some are not conducive for provision of loading/unloading bay services |
| Level of services                             | Reasonable, some service missing and not consistent                                                     |

**Source:** Field data-2008

Loading/unloading services at UBT, are not the same because they involve different categories of services including cleaning, handling of luggage, security of passengers and their property, selling of soft drinks and water, selling of news papers, selling of bread and cigarettes and the like (Table 4.48). Dar es Salaam City management provides cleanness and security services. Luggage handling services at the loading/ unloading area are provided by two private companies namely IMANI GROUP and RACOHEAD. Each company has 85 porters and therefore they make a total of 170 porters or care takers at UBT. These caretakers are in uniforms and have handling facilities which are wheelbarrows in good condition. However, the porters are knowledgeable regarding customer care and they seem to be faithful in performing their duties because there are no incidents of bad reputation or criminal offence reported at the police station regarding performance of porters.

**Table 4.49: Characteristics of toilet and canteen service providers at UBT**

| Service provider                              | Character attribute of service provider                                                                       |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Services                                      | Water and soaps, bathing services, toilet services, food, tea and water                                       |
| Performance                                   | Cleaning of toilets in time, collecting service charges in time, trustworthy background and kind to customers |
| Level of education                            | Standard seven leavers                                                                                        |
| Level of knowledge on customer care           | Serve customers timely, good languages, care fullness                                                         |
| Level of knowledge on transportation services | Not aware with transportation know how                                                                        |
| Personality                                   | Self confident                                                                                                |
| Appearance of physical facilities             | Moderate, some are conducive and some are not conducive for provision of toilet and canteen services          |
| Level of services                             | Reasonable, however some services are missing                                                                 |

**Source:** Field data-2008

Toilet services at UBT include bathing services (Table 4.49). At UBT there are 3 (three) toilets, whose services are administered by 3 (three) private companies. Each company provides services on a single toilet containing 10 (ten) toilet rooms and 4 (four) bath rooms. Toilet and bath rooms are categorized into 2 (two) toilets for gentlemen and toilets for ladies. Gentlemen toilets have 5 (five) rooms which includes 2 (two) bathrooms, and toilets for ladies have 5 (five) rooms which also includes 2 (two) bathrooms. The cleanness and collection of toilet service charges are administered by the company which is involved in the provision of services. Toilet services charges are between 100/= and 300/= (Tanzania shillings) depending on the nature of the service a customer wants. It was observed that, each toilet room has 3 (three) service providers, one dealing with the collection of toilet service charges and the remaining two service providers dealing with cleaning of toilet rooms. However, there are 35 (thirty-five) cafes including those, which serve as with coffee bars/shops and snacks shoe and one terminal hotel. Each cafe has about 15 (fifteen) employees 10 (ten) being women and 5 (five)

employees being men. It was observed that the prices of food in the cafes are different from the ones used at the waiting room. A single plate of rice is sold at one thousand and five hundred Tanzanian shillings and that of maize meal is sold at one thousand and three hundred Tanzania shillings.

**Table 4.50: Characteristics of telephone booth service providers at UBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                          |
|-----------------------------------------------|-------------------------------------------------------------------------|
| Services                                      | Selling of air time, mobile phones and mobile phone covers              |
| Performance                                   | Reliable to keep out promises, has self confidence                      |
| Level of education                            | Standard seven leavers                                                  |
| Level of knowledge on customer care           | Customer care is modest, help customers                                 |
| Level of knowledge on transportation services | Not aware with transportation knowledge                                 |
| Personality                                   | Self confident                                                          |
| Appearance of physical facilities             | Kind to customer, struggle to make business, respect and do not despair |
| Level of services                             | Reliable                                                                |

**Source:** Field data-2008

The telephone booth services that are provided at UBT include recharging of mobile phone, selling of vouchers, selling of air time, selling of mobile phones and accessories, selling of mobile dry cells. Sometimes service providers utilize these opportunities direct passengers when they happen to yet lost (Table 4.50).

**Table 4.51: Characteristics of booking office service providers at UBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                            |
|-----------------------------------------------|---------------------------------------------------------------------------|
| Services                                      | Issuing of tickets, booking of transport services                         |
| Performance                                   | Make fast sales, work long hours, struggle, serving many customers        |
| Level of education                            | Form Six, Form Four and Standard Seven leavers                            |
| Level of knowledge on customer care           | Good language, punctual, polite, truth worthy background                  |
| Level of knowledge on transportation services | Not aware with transportation knowledge                                   |
| Personality                                   | Well- dressed, working within company uniforms, struggle to make business |
| Appearance of physical facilities             | Not conducive for provision of booking services                           |
| Level of services                             | Low level, not reliable, not consistent and other not existing            |

**Source:** Field data-2008

The booking office services at UBT includes issuing of tickets, booking of transport services, directing passengers to the boarding or embarking areas, explaining bus schedules and promoting bus services regarding conformability, reliability, and safety of their buses (Table 4.51). Service providers wear uniforms and use identity cards. The working condition of service providers at UBT is very difficult, since (3) three booking agent companies have to use a single room (office) of 6m<sup>2</sup>. It was observed that, every company/ bus agent has (4) four employees operating in one booking office making the total number of staff utilizing one room become (12) persons implying that the working condition is not user friendly. However, the number of customers/ passengers touts entering in these offices is often big making the rooms become number of overcrowded the security and safety of passengers in jeopardy.

**Table 4.52: Characteristics of police/security service providers at UBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                       |
|-----------------------------------------------|----------------------------------------------------------------------|
| Services                                      | Serving of complains and claims                                      |
| Performance                                   | Serve many customers, services are provided in twenty four hours     |
| Level of education                            | Standard seven, form four, form six leavers and first degree leavers |
| Level of knowledge on customer care           | Trustworthy background, help customers                               |
| Level of knowledge on transportation services | Knowledge on vehicle inspection and road safety                      |
| Personality                                   | Long endurance, well- dressed and working within uniforms            |
| Appearance of physical facilities             | Good firearms, radio –calls and other road safety facilities         |
| Level of services                             | Satisfactory                                                         |

**Source:** Field data-2008

Security/ police services at UBT include enforcement of rules and regulations by making sure that all terminal users are using the bus terminal services safely. Service providers in this section include auxiliary police men and women from private companies, Dar es Salaam city and immigration from The Ministry of Home Affairs (Table 4.52).

**Table 4.53: characteristics of lost property room service providers at UBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                   |
|-----------------------------------------------|------------------------------------------------------------------|
| Services                                      | Keeping of lost parcels                                          |
| Performance                                   | Serve many customers, services are provided in twenty four hours |
| Level of education                            | Standard seven and Form Four leavers                             |
| Level of knowledge on customer care           | Trustworthy background, help customers                           |
| Level of knowledge on transportation services | Not aware with transportation knowledge                          |
| Personality                                   | Well- dressed and on uniforms                                    |
| Appearance of physical facilities             | Good radio –calls and public address system                      |
| Level of services                             | Satisfactory                                                     |

**Source:** Field data-2008

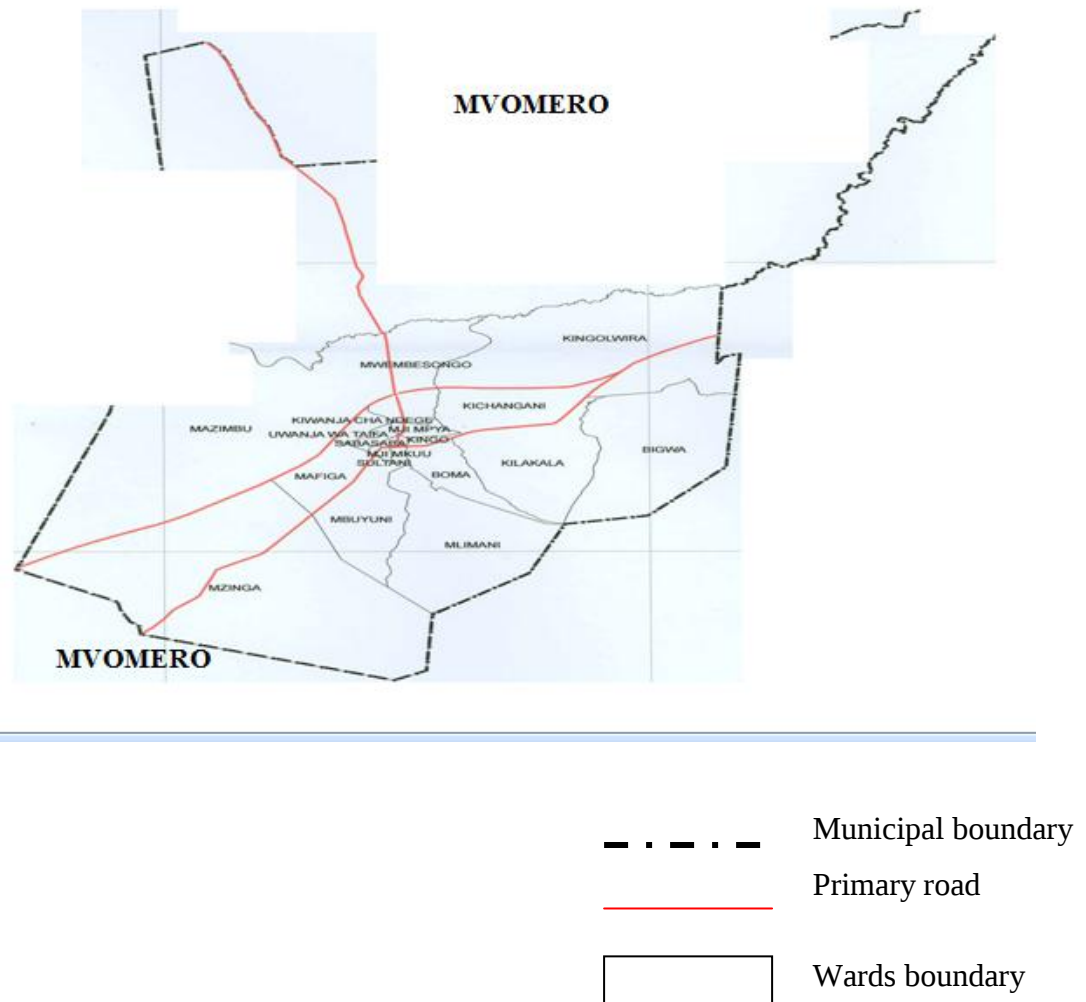
The lost property room services at UBT include keeping of lost parcels, operating the terminal public address system, serving terminal users who get lost by announcing publically through the terminal radio (Table 4.53). It is the responsibility of the bus agents to take care of the lost luggage and to submit them immediately to the terminal lost property room for custody. It was observed that, there are private lost property rooms at UBT which operate as like the storage rooms. Service providers in these rooms are not good on luggage keeping since they have no enough knowledge regarding this activity and most of them are not faithful. It was observed that pieces of luggage of different kinds are kept within the same room. This causes confusion making and some travellers lose their luggage.

#### **4.3 Transport Characteristics of Morogoro municipality**

Morogoro municipality is wholly surrounded by Morogoro district. It lies between latitude  $4^{\circ} 49^1$  south of Equator and longitude  $37^{\circ} 40^1$  east of Greenwich. The municipality borders the famous Uluguru Mountains which stretch from south west to south east of the town. It also borders Mvomero district in the north and Morogoro rural district in the east. The municipality is located at an intersection of highways that link it to the country's major urban centres such as Dar es Salaam, Arusha, Moshi, Tanga, Dodoma, Iringa, and Mbeya. It also has an important railway station along the central line. The location is ideal for the growth of commerce and industry. This location makes Morogoro one of the most accessible urban councils in Tanzania and has brought many benefits to the council. For example, it has attracted many businesses in Morogoro. This is because of the large number of visitors who spend money in hotels, and guest houses, shops, markets and in place of recreation. According to 2002 census, Morogoro municipality has a population of 2,888,863 inhabitants, with 113,639 (49.6 percent) being females and 115,224 (50.4 percent) being males. The municipality has a population growth rate of 4.7 percent. Morogoro municipality covers a total area of 53 square kilometres, being 0.4 percent of the total regional area of 67,019 square kilometres. The municipality has only one division (Figure 4.3) which is

subdivided into nineteen (19) administrative wards and two hundred and seventy five (67) sub wards.

**Figure 4.3: Map of Morogoro municipality administrative boundaries**



**Source:** Morogoro Local Government Reform Programme Strategic Plan, 2003.

Morogoro municipality is strategically located for both road and railway transportation. The road network (Figure 4.4) is divided into four major types of the road systems.

- (i) National highways
- (ii) Arterials
- (ii) Distributors and
- (iii) Local roads.

The total road length within the municipality is 373.97 kilometres divided as follows:

- (a) Gravel road 20 kilometres
- (b) Developed earth road 55 kilometres
- (c) Tarmac road 12 kilometres and
- (d) Others undeveloped earth road 294.97 kilometres (Especially in the new residential areas) as indicated in Table 4.9.

**Table 4.54: Existing underdeveloped road network in Morogoro municipality**

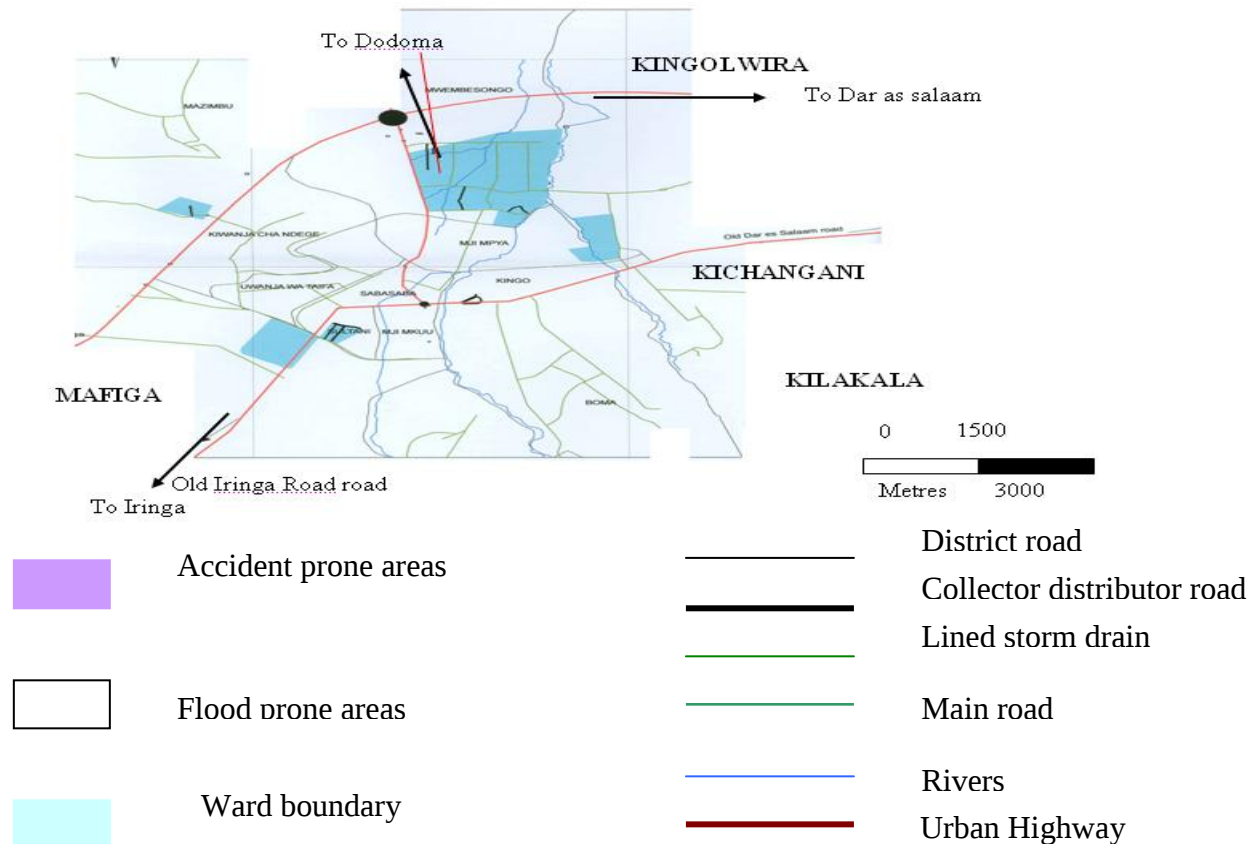
| <b>Road Type</b>                            | <b>Length in Kilometres<br/>(Approximate)</b> |
|---------------------------------------------|-----------------------------------------------|
| Urban Highway                               | 5                                             |
| Urban corridor/arterial                     | 29                                            |
| Central business district corridor/arterial | 5                                             |
| Main collector/distribution                 | 53                                            |
| Local collector/ distribution               | 33                                            |
| Foot paths                                  | 3                                             |
| <b>Total</b>                                | <b>131</b>                                    |

**Source:** Morogoro Local Government Reform Programme Strategic Plan, 2003.

The state of infrastructure is not as satisfactory as the users expect. This is largely because:

- (a) Road maintenance is unsatisfactory
- (b) There are no feeder roads in residential/areas where many people live and
- (c) Many farming villages are not serviced with all weather roads.

Morogoro municipality road network provides good link it to other regions in the country. However, this network links the road- routes from Northern and Eastern zones. The Northern zone road-route connects the Eastern road- route (Morogoro road) at Chalinze this route links these two zones with other zones and the nearby countries. At MBT, there is another important junction for Iringa and Dodoma road- routes (Fig 4.4). Dodoma road, links Morogoro and Dodoma municipality- (Government Head Quarter), Western zone and nearby countries of Burundi, Rwanda, Uganda and DRC (Democratic Republic of Congo). Again from MBT, Iringa road links Morogoro municipality with regions in the Southern zone of Tanzania and the nearby courtiers of Zambia, Malawi, Mozambique and South Africa. Travellers travelling to and from Dodoma, Iringa and Dar es Salaam stop at MBT for a rest or interchanging road-routes to their destinations.



**Source:** Morogoro Local Government Reform Programme Strategic Plan (2003).

#### 4.3.1 Vision and mission of Morogoro municipality

The key considerations were taken into account during the development of the vision and mission for Morogoro municipal council. These were as follows: The National Development Vision (2005), perceived aspirations of the key stakeholders as indicated by the results of the two stakeholders workshops, reality of the current situation deduced from the data analysis exercise of various service areas and the implementation of the vision and mission statements. In this regard, the vision statement for Morogoro municipal council is “to deliver sound and

sustainable services economically in order to raise the living conditions of its community” In order to achieve the above vision the following mission statement was formulated. “To involve all stakeholders in planning, implementing, monitoring and evaluating all socio-economic activities by using the available resources efficiently and effectively through the application of good governance principles and norms”.

#### **4.3.2 Background of Msamvu bus terminal**

In order to reduce congestion in the municipal centre and to improve the quality of transit cum inter-urban road passenger transport services in Morogoro municipality, in 2005, Morogoro municipal council decided to acquire an area of about 12 acres. The area named MBT is located 195 kilometres west of Dar es Salaam (see a sketch map of MBT in Appendix IX). The location of MBT provides interlink of roads access to places like Coast region, Dar es Salaam, Dodoma, Iringa, and neighbouring countries of Burundi, Democratic Republic of Congo (DRC), Malawi, Rwanda, Uganda and Zambia.

The roads also provide access to Mikumi National park which attracts tourist from inside and outside the country. Due to the importance of this link and the location of the bus terminal, the road infrastructure has been improved and this had attracted more investors in Morogoro region.

In 2005, when MBT was established Morogoro municipal council started to construct the loading/unloading bays, running ways and toilets. The increased activities in the municipality and the fact that, it is also the centre of the major important roads linking the municipal with other areas previously mentioned in section 4.2 of this chapter, the traffic flow has been very high due to the increase of the number of buses and min-buses in the transport sector. All these have made the municipality an attractive area, for that matter the municipal decided to venture into the construction of a modern bus terminal. The main objective of the municipal council was to establish a well designed user friendly, cost effective and

aesthetically pleasing multipurpose bus terminal facility. The main purpose was to provide services related to the bus terminal services such that all parties involved in this venture would enjoy various essential services including hotels, shops, supermarkets, banks, ticketing offices, toilets, restaurants and the like. The current bay's parking capacity for passengers' embarkation and disembarkation is estimated at 108 buses per day and 45 taxis per day. However, it is estimated that 672 vehicles enter and exit to and from the terminal per day (MBT weekly report, 2007).

#### 4.3.3 Typology of services at Msamvu bus terminal

There are several services which are provided at MBT, these are presented in Table 4.10. Services like cleanness of bus terminal, security, collection of levies and Terminal distraction also are directly provided by Morogoro municipal administration.

**Table 4.55: Characteristics of services provided at MBT**

| S/No | Services                       | Capacity |
|------|--------------------------------|----------|
| 1    | Bus Parking                    | 108      |
| 2    | Taxi Parking                   | 45       |
| 3    | Ticketing/ Booking Offices     | 38       |
| 4    | Waiting lounge/ Room           | 1        |
| 5    | Food Venders                   | 48       |
| 6    | Toilets                        | 2        |
| 7    | Kiosks                         | 18       |
| 8    | Telephone booths               | 12       |
| 9    | Terminal Administration Office | 1        |
| 10   | Shoe shines                    | 5        |
| 11   | News paper windows             | 2        |
| 12   | Police Station                 | 1        |
| 13   | Immigration Office             | 1        |

**Source:** Field data-2008

#### 4.3.4 Characteristics of service providers at Msamvu bus terminal

Basing on the service provider's category discussed in section 3.10.1 of this study, tables 4.56, 4.57, 4.58, 4.59, 4.60, 4.61, and 4.62 shows the characteristics of service providers at MBT.

**Table 4.56: Characteristics of waiting room service providers at MBT**

| Service provider                              | Character attribute of service provider |
|-----------------------------------------------|-----------------------------------------|
| Services                                      | Provides shed to protect rain and sun   |
| Performance                                   | Serve few customers,                    |
| Level of education                            | No service providers                    |
| Level of knowledge on customer care           | No service providers                    |
| Level of knowledge on transportation services | No service providers                    |
| Personality                                   | No service providers                    |
| Appearance of physical facilities             | No physical facilities                  |
| Level of services                             | Very poor services                      |

**Source:** Field data-2008

The nature of waiting room services at MBT is very discouraging (Table 4.56). In fact, there is no service providers, no facilities attached or facility service installed within the waiting room and there is nobody takes care of passengers who want to utilise the waiting room services. In fact, this room (area) was forgotten without incorporating necessary facilities during its construction stage. The room is in a sub-standard shape, allowing direct penetration of wind, dust, rain and insects.

**Table 4.57: Characteristics of loading /unloading service providers at MBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                      |
|-----------------------------------------------|---------------------------------------------------------------------|
| Services                                      | Variety of services and goods                                       |
| Performance                                   | Serving many customers, ready to lend a hand, dependable background |
| Level of education                            | Form four, form six, and standard seven leavers                     |
| Level of knowledge on customer care           | Trust worthless background, not helpful to customers                |
| Level of knowledge on transportation services | Not aware with transportation knowledge                             |
| Personality                                   | Respecting customers and not patient when there is no customers     |
| Appearance of physical facilities             | Not conducive for provision of loading / unloading bay services     |
| Level of services                             | Not reliable and inconsistent                                       |

**Source:** Field data-2008

The loading/unloading bay service providers at MBT include those who issue tickets, clean the terminal area and unregulated services including caretaking, shoe shinning, selling of news papers, bananas, onions, breads, potatoes, water, soft drinks, chewing gums, beans, maize and the like (Table 4.57).

**Table 4.58: Characteristics of toilet and canteen service providers at MBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                                              |
|-----------------------------------------------|---------------------------------------------------------------------------------------------|
| Services                                      | Water and soaps, bathing services, food, tea and water                                      |
| Performance                                   | Cleaning of toilets in time, collecting service charges                                     |
| Level of education                            | Standard seven leavers                                                                      |
| Level of knowledge on customer care           | Trust worthy background, helpful to customers                                               |
| Level of knowledge on transportation services | Not aware with transportation knowledge                                                     |
| Personality                                   | Self confidence                                                                             |
| Appearance of physical facilities             | Moderate, some are conducive and other are not for provision of toilet and canteen services |
| Level of services                             | Reasonable, some services are missing and not consistent                                    |

**Source:** Field data-2008

Toilet and canteen service providers at MBT are many. There are those who serve foods (food vendors), sell soft drinks, water, and clean washrooms, and there are those who collect levies incurred from using washroom and showers (Table 4.58).

**Table 4.59: Characteristics of telephone booth service providers at MBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>          |
|-----------------------------------------------|---------------------------------------------------------|
| Services                                      | Selling of air time, mobile phones, and mobile covers   |
| Performance                                   | Few service providers                                   |
| Level of education                            | Standard seven leavers                                  |
| Level of knowledge on customer care           | Help to customers                                       |
| Level of knowledge on transportation services | Not aware with transportation knowledge                 |
| Personality                                   | Struggle to make business, respect and do not despair   |
| Appearance of physical facilities             | Not conducive for provision of telephone booth services |
| Level of services                             | Reliable                                                |

**Source:** Field data-2008

Telephone booths services at MBT are provided by fourteen (14) service providers. 10(83.33%) are women and 2(16.66%) are men. Services that are provided include selling of air time, selling of mobile phones and their accessories, particularly cell phone cover and chargers (Table 4.59).

**Table 4.60: Characteristics of booking office service providers at MBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                          |
|-----------------------------------------------|-------------------------------------------------------------------------|
| Services                                      | Issuing of tickets, booking of transport services                       |
| Performance                                   | Make fast sales, work long hours, struggle, serve many customers        |
| Level of education                            | Form six, form four and standard seven leavers                          |
| Level of knowledge on customer care           | Good language, punctual, polite, trustworthy background                 |
| Level of knowledge on transportation services | Not aware with transportation knowledge                                 |
| Personality                                   | Well –dressed, working with company’s uniforms, struggle to do business |
| Appearance of physical facilities             | Not conducive for provision of booking services                         |
| Level of services                             | Low level, not reliable and not consistent                              |

**Source:** Field data-2008

The booking office services at MBT include issuing of tickets, booking of transport services, directing passengers to the boarding or embarking areas and explaining bus schedules to passengers (Table 4.60) Service providers/ agents working with in uniforms. It was observed that, the case of touts at MBT is very common such that, most of the bus agents contracts them to sale more tickets in order to increase their sales. In additional, this area experiences a large number of unauthorised traders selling a variety of goods.

**Table 4.61: Characteristics of lost property room service providers at MBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b> |
|-----------------------------------------------|------------------------------------------------|
| Services                                      | No formal services                             |
| Performance                                   | No service providers                           |
| Level of education                            | No service providers                           |
| Level of knowledge on customer care           | No service providers                           |
| Level of knowledge on transportation services | No service providers                           |
| Personality                                   | No service providers                           |
| Appearance of physical facilities             | No physical facilities                         |
| Level of services                             | Services are not satisfactory                  |

**Source:** Field data-2008

When it happen that a traveller misplace his/ her luggage, the bus agent takes the responsibility of safekeeping the luggage for some days until the owner comes to collect it. However, if the owner does not claim their luggage, the prospective bus agents surrender the lost luggage to the police post for custody. It was observed that, bus agents at MBT contract touts to provide booking services. Most of the touts however, are not faithful (Table 4.61).

**Table 4.62: Characteristics of police/security service providers at MBT**

| <b>Service provider</b>                       | <b>Character attribute of service provider</b>                   |
|-----------------------------------------------|------------------------------------------------------------------|
| Services                                      | Serving of complains and claims                                  |
| Performance                                   | Serve many customers, services are provided in twenty four hours |
| Level of education                            | Standard seven, form four, form six and first degree             |
| Level of knowledge on customer care           | Trustworthy background, help customers                           |
| Level of knowledge on transportation services | Knowledge on vehicle inspection and road safety                  |
| Personality                                   | Has long endurance, well-dressed and working on uniforms         |
| Appearance of physical facilities             | Good firearms, radio-calls and road safety facilities            |
| Level of services                             | Satisfactory                                                     |

**Source:** Field data-2008

Security/police services at MBT include enforcement of rules and regulations and making sure that all terminal users are using the terminal services properly. Service providers in this section include auxiliary police from Morogoro municipality and police and immigration officers from The Ministry of Home Affairs (Table 4.62).

#### **4.3.5 Characteristics of passengers at Ubungu and Msamvu bus terminals**

During the preparation of questionnaires, we assumed that, age, sex, level of education, marital status and occupation of the respondents could be significant to

this study in terms of explaining the relationship between service providers and bus passengers' satisfaction at bus terminals.

**Table 4.63: Bus terminals against age of respondents**

| Bus terminal |       | Age of Respondent (Years) |       |       |       | Total |
|--------------|-------|---------------------------|-------|-------|-------|-------|
|              |       | 19-28                     | 29-38 | 39-48 | 49-58 |       |
| Ubungo       | Count | 22                        | 22    | 2     | 4     | 50    |
|              | %     | 44.0                      | 44.0  | 4.0   | 8.0   | 100.0 |
| Msamvu       | Count | 23                        | 17    | 7     | -     | 47    |
|              | %     | 48.9                      | 36.2  | 14.9  | -     | 100.0 |
| Total        | Count | 45                        | 39    | 9     | 4     | 97    |
|              | %     | 46.4                      | 40.2  | 9.3   | 4.1   | 100.0 |

**Source:** Field data-2008

Table 4.63 provides a summary of respondents' ages with respect to the bus terminals. The majority 22(44.0%) and 23(48.9%) of the respondents from Ubungo and Msamvu bus terminals respectively were at the ages of 19-28 years 22 and (44.0%) and 17(36.2%) of the respondents from Ubungo and Msamvu bus terminals respectively were at the ages of 29-38 years. This implies that since data were collected between July 2007 and June 2008, there was a possibility that majority of the passengers were students who were travelling to or from their homes, schools and universities. However, these two age groups are typical of high-income earners (workers and business makers) who could travel for business, work and recreation purposes. The findings from Table 4.63 indicates further that 2(4.0%) and 7(14.9%) of the respondents from Ubungo and Msamvu bus terminals were at the ages of 39-48 years and the remaining 4(8.0%) from UBT were at the ages of 49-58 years. These results imply that the respondents were mature enough to provide information regarding their satisfaction on the service provided at bus terminals. Also, these age groups comprise of mature persons who could be

travelling for important matters as most of them can be considered to be at the retirement age.

**Table 4.64: Bus terminals against sex of respondents**

| Bus terminal |       | Sex  |        | Total |
|--------------|-------|------|--------|-------|
|              |       | Male | female | Male  |
| Ubungo       | Count | 31   | 19     | 50    |
|              | %     | 62.0 | 38.0   | 100   |
| Msamvu       | Count | 31   | 16     | 47    |
|              | %     | 66.0 | 34.0   | 100   |
| Total        | Count | 62   | 35     | 97    |
|              | %     | 63.9 | 36.1   | 100   |

**Source:** Field data-2008

Table 4.64 provides information on the relationship between sex and bus terminal used by respondents. It was imperative to establish this relationship in order to see whether sex influence any respondent's willingness to travel. The findings in this table shows that the majority male 62(63.9%) of the respondents were using these bus terminals. Uninterestingly, the number of female respondents who travel by using these bus terminals was 35(36.1%), smaller than that of male respondents implying that few female are either not interested in travelling long trips or their involvement in social, economical and cultural activities is low.

**Table 4.65: Bus terminals against level of education of the respondents**

| Bus terminal | Level of education |                   |                |                     |       |              |                |                    | Total |
|--------------|--------------------|-------------------|----------------|---------------------|-------|--------------|----------------|--------------------|-------|
|              |                    | Primary education | Sec. education | College certificate | Diplo | First degree | Masters degree | Informal education |       |
| Ubungo       | Count              | 10                | 9              | 2                   | 13    | 14           | 1              | 1                  | 50    |
|              | %                  | 20.0              | 18.0           | 4.0                 | 26.0  | 28.0         | 2.0            | 2.0                | 100.0 |
| Msamvu       | Count              | 18                | 15             | 4                   | 5     | 4            | 1              | -                  | 47    |
|              | %                  | 38.3              | 31.9           | 8.5                 | 10.6  | 8.5          | 2.1            | -                  | 100.0 |
| Total        | Count              | 28                | 24             | 6                   | 18    | 18           | 2              | 1                  | 97    |
|              | %                  | 28.9              | 24.7           | 6.2                 | 18.6  | 18.6         | 2.1            | 1.0                | 100.0 |

**Source:** Field data-2008

Education is a very important variable regarding to knowing ones rights. Studies have shown that there exists a link between individual's level of education and ignorance. For one to understand his rights regarding quality of service at bus terminals, he or she needs education to be able to read, communicate effectively with fellow passengers, drivers, traffic police and the public. As the saying goes, education liberates, and helps in making the individual more rationale in making decisions.

Table 4.65 provides a summary of the respondents by bus terminals with regard to their level of education. It shows that, majority 10(20.0%) and 18(38.3%) of the respondents from Ubungo and Msamvu bus terminals respectively had primary level education. Nine (9) or 18.0% and 15(38.3%) of the respondents had secondary level education, 13(26.0%) and 5(10.6%) of the respondents had diploma level, 14(28.0%) and 4 (8.5%) of the respondents had degree. However, Table 4.65 r indicates further that 2(4.0%) and 4(8.5%) of the respondents from Ubungo and Msamvu bus terminals respectively were in college for certificate level education, 1(2.0%) and 1(2.1%) of the respondents had Masters Degrees, and

only 1(2.0%) of the respondents from UBT had an informal education level. These results indicate that most of the respondents were literate enough to evaluate the real situation regarding the quality of service and to provide favourable answers about their satisfaction at bus terminals.

**Table 4.66: Bus terminals against marital status of the respondents**

| Bus terminal |       | Marital Status |        |         |          | Total   |
|--------------|-------|----------------|--------|---------|----------|---------|
|              |       | Married        | Single | Widowed | Divorced | Married |
| Ubungo       | Count | 25             | 22     | 3       | 0        | 50      |
|              | %     | 50.0           | 44.0   | 6.0     | .0       | 100     |
| Msamvu       | Count | 29             | 14     | 3       | 1        | 47      |
|              | %     | 61.7           | 29.8   | 6.4     | 2.1      | 100     |
| Total        | Count | 54             | 36     | 6       | 1        | 97      |
|              | %     | 55.7           | 37.1   | 6.2     | 1.0      | 100     |

**Source:** Field data-2008

Table 4.66 shows that majority of married respondents, 54(55.7%) travel to or from Ubungo and Msamvu bus terminals. This indicates that married respondents use road transport to save household's incomes in terms of time and cost, which would be spent on other modes of transport. This also implies that married respondents have bigger income than their counterpart travellers in other marital status groups therefore they could afford to cover costs involved in travelling. Table 4.66 shows further that, 36(37.1%) of the respondents are single. This implies that, this marital status group comprises of student groups whose businesses could not allow them to marry. However, with respect to the reason, which was used to explain the findings reflected in Tables 4.64 and 4.65 the study concludes that during that particular time a very big number of students were travelling.

**Table 4.67: Bus terminals against occupation of the respondents**

| Bus terminal |       | Occupation  |                   |          |          | Total       |
|--------------|-------|-------------|-------------------|----------|----------|-------------|
|              |       | Agriculture | Livestock keeping | Business | employed | Agriculture |
| Ubungo       | Count | 10          | 2                 | 16       | 22       | 50          |
|              | %     | 20.0        | 4.0               | 32.0     | 44.0     | 100         |
| Msamvu       | Count | 10          | 0                 | 14       | 23       | 47          |
|              | %     | 21.3        | .0                | 29.8     | 48.9     | 100         |
| Total        | Count | 20          | 2                 | 30       | 45       | 97          |
|              | %     | 20.6        | 2.1               | 30.9     | 46.4     | 100         |

**Source:** Field data-2008

Table 4.67 outlines the information on the relationship between occupation and bus terminal used by respondents. It was vital to establish this relationship in order to see whether occupation influence any respondent's willingness to travel. The findings in this table indicates that the majority 45(46.4%) of the employed respondent, were using these bus terminals. This result implies that the respondents travel in order to perform their responsibilities on their workstations or because their incomes allow them to travel. Table 4.67 shows further that 30(30.9%) of the respondents are business people. This implies that this group comprises respondents whose businesses require them to travel. However, the study observed that most of the respondents from this group travel from UBT to MBT and vice versa. The group of respondents who deal with agriculture activities comprises 20(20.6 %). This result reveals that respondents who deal with agriculture activities do not engaged themselves with much travelling. It can be assumed that this group has low incomes, which cannot allow them to travel frequently. Lastly, Table 4.67 shows that two (2.1%) the respondents from livestock keepers category, which is minority; were using these bus terminals implying that the respondents from this group travel less frequently.

#### **4.4 The relationship between service regulators, service policy makers and passenger s' satisfaction at bus terminals**

This study set to answer questions 1, 2, 3, 4, 5,6,7,8 and 9 (attached as Appendix II) and questions 1, 2, 3, 4, 5 and 6 (attached as Appendix III) These questions were important because the study wanted to know if delivery of services at bus terminals is done on the agreed time, if there are mistakes in the records and inconsistency in the treatment of travellers, whether or not promises are honoured by the service providers at the Bus terminals and whether different standards of services are clear to patrons through clear communication.

In additional, the study aimed at determining if passengers receive quick and efficient services at the Bus terminal when they need or ask for the same, if service providers at Bus terminals return all calls and do follow- ups on all the requests from the travellers and to determine the level of willingness of Bus terminal service providers in giving services and devoting enough time to each passenger in answering questions. To determine whether service provider's staff and assistants are readily available when passengers need and wait for them and whether service providers and volunteers work as a team and in a coordinated manner.

Yet again, the study wanted to know the competencies of service provider's staff at the Bus terminals. This is with regards to training of staff, supervision, display of skills and knowledge, appropriate information and tools in used in solving problems. To know if service provider's employees are constantly courteous to the passengers and if service providers are listening to customers; and whether the former are accurate, understandable, and provide timely information to passengers and assuring the later that their problems are looked at and would be handled effectively.

When the test was conducted regarding *reliability, responsiveness, assurance, empathy and tangibles* on the bus terminal service attributes, the information

obtained from SUMATRA, the Ministry of Infrastructure Development, Dar es Salaam city and Morogoro municipality reveals that the current transport policy does not directly support service quality at bus terminals. Therefore, service providers in the waiting rooms, security/police posts, loading/ unloading bays, telephone booths, lost property rooms, booking offices, toilets and canteens do not meet the specified standards of competence and integrity, for that matter; they cannot manage well the services attached with transport operations. In this respect, the expectations of passengers are usually higher than the services provided and therefore; passengers are disappointed and dissatisfied (Dimitriadis, 2006). This implies that services provider`s employees at Ubungo and Msamvu bus terminals are not trained or rewarded when providing error free services.

Regarding willingness in helping customers/passengers and providing services in time, the results indicate that travellers are not provided with service in time. Customers have to endure long queues at the service centres at the terminals (Fig: 5.14). The Road Licensing and Monitoring Manager (from SUMATRA) said that, service provider`s employees are not trained on customer care, for that matter employees are not punctual in performing their duties and in most cases they repetitive tasks as a result services are not provided in time.

According to the Director of Road Transport Regulation (from SUMATRA), police officers at Ubungo and Msamvu bus terminals are performing their duties, as required by their employment rules and regulations. However, he said that, the enforcement of traffic rules and organisation of urban transport management is fragmented with respect to the provision of transport services. The transport sector is operating under the supervision of several Governmental and nongovernmental departments, and this results into having no workable plans. This is because every section/department has its own objective, strategy and tactics in the implementation process. There is no clear separation between laws and rules enforcers, regulators, policy makers and operator`s unions, politicians and trainers.

Furthermore, the Road Safety and Technical Manager (from SUMATRA) said that service providers, are not licensed to meet safety and security requirements.

#### **4.4.1 Findings on the complaints from passengers at the bus terminals**

The question that, the study set to answer was whether the service regulators handle complaints from transit cum inter-urban road passengers at the bus terminals (Appendix II). The results show the followings for the purposes of dealing with consumer's complains, the Authority (from SUMATRA) has a dedicated unit in each division that receives and follow up complaints from customers. This unit investigates all complaints and attempt to resolve the complaints amicably. In the event, that the complaints cannot be resolved within thirty to sixty days the division concerned tend to present its findings and recommendations for action. The Road Licensing and Monitoring Manager (from SUMATRA) said that, the Authority receives complaints from passengers regarding the use of hostile and abusive language, driving above maximum speed limit and driving in careless or reckless manner. The findings further indicate that SUMATRA has the Consumer Consultative Council, which performs the following functions;

- 1) to represent the interests of consumers by making submissions to, providing views and information to and consulting with the Authority, Minister and the Ministers for the time being responsible for a regulated sector.
- 2) to receive and disseminate information and views on matters of interest to consumers of regulated goods and services.
- 3) to consult with industry, government and other consumer groups on matters of interests to consumers of regulated goods and services.
- 4) to establish regional and sector consumer committees and consult with them and
- 5) to establish local and sector consumer committees and consult with them (URT, 2001).

To go a step further, the information obtained shows that where a complaint is lodged to, or with the Authorities, it sends a signal to the Authority that –

- (i) The complainant has interest in the matter to which the complaint relates, and the complaint is not frivolous or vexatious; the Authority shall investigate the matter (URT, 2001).
- (ii) Where it appears to the Authority at any time during or after its investigation that the supplier has not considered the complaint, or has not considered it adequately, the Authority may refer the complaint to the supplier with a request that the supplier should consider or reconsider the complaint (URT, 2001).
- (ii) The Authority may make representations to the supplier on behalf of the complainant or to the complainant on behalf of the supplier as the Authority sees fit (URT, 2001).
- (iv) Subject to the provisions of this Act, if the complaint is not resolved to the satisfaction of the complainant within 60 days after the Authority first become obliged to investigate it, the complainant may in writing signed by him request the Authority to refer the complaint to a Division of the Authority for decision (URT, 2001).
- (iv) After the complaint is referred to a Division for decision as provided under subsection (4), the complainant and the supplier shall be parties to the reference (URT, 2001).
- (vi) For the purpose of dealing with consumers' complaints, the Authority shall establish a dedicated unit in each Division which shall receive and follow up on complaints from consumers (URT, 2001).
- (vii) The unit referred to in subsection (6) shall investigate all complaints and attempt to solve the complaints amicably, and in the event they cannot be resolved within 30 to 60 days, the Division concerned shall present its findings and recommendations for action (URT, 2001).
- (viii) Subject to the provisions of the section, the Board shall in each case make a ruling to be carried out by the Division concerned (URT, 2001).

The information obtained reveals further that most of the customers/passengers do not formally communicate for the right organ. They always communicate to the Traffic Polices, but this procedure cannot easily solve their problems. However, the process, which a consumer should follow, is too long to resolve their problems.

#### **4.4.2 Findings on the regulated rates and charges at bus terminals**

Another question that this study posed aimed at finding out whether registered service providers at the bus terminals follow the regulated rates and charges (Appendix II). The information obtained from key informants reveals that apart from trade liberalization of Urban Public Transport Services in particular, the Authority (SUMATRA) has powers to carry out regular reviews of rates and charges. Further, SUMATRA should determine the rates and charges or establish the method for determining such rates and charges. For that matter the Authority (SUMATRA) shall publish in the Government Gazette all the rates, tariffs and charges regulated by the Board. According to URT (2007) an applicant of the Road Service license, shall indicate a fare to be charged for a journey. When the Licensee has indicated the fare for any journey in application form, the operator is not being allowed to charge more than prescribed fare for such a journey.

It was learned that the regulated rates and charges were not followed; in that case, fares were not consistent since the market is interrupted by touts, who sell tickets at high prices with a view of making profit. However, it was further observed that the regulations of bus fares sometimes are purely political, and there are several instances where the government restricts the increase of bus fares in order to gain popularity with the electorate. In this respect, fares were often set with little regards of vehicle operating costs.

#### **4.4.3 Findings on the transport policy issues**

The information obtained from the Ministry of Infrastructure Development revealed that, the Government had the NTP (National Transport Policy) of year 2003, in which the urban transport policy directions were discussed. One of the

officers said that the policy objectives were to improve the capacity and quality of urban road infrastructure to accommodate the over-growing road traffic. After asked the additional question regarding the issues, which were associated with policy objectives, the officer again, responded by referring to the NTP (2003) that most roads can hardly cope with rapid increase in traffic volumes due to insufficient capacities. The design of most roads and bus terminals does not conform to rapid increases in traffic volume. He further said that in the institutional arrangement for urban transport management, the objective was to have comprehensive and effective institutional set up. However, he said that, management of various aspects on urban transport services is currently under the government and urban authorities. The Ministry of Infrastructure Development deals with policy issues, like axle loads control; City/ municipal councils manage urban roads and bus terminals; and SUMATRA deals with issuing of licences for town buses, inter urban buses and taxis. He said that it was clearly documented in the NTP that, the responsible institution should make sure that transport service providers employ who are trained staff who should be rewarded for developing error-free services.

However, according to the Ministry of Infrastructure Development the main disadvantage of this institutional set up was fragmentation of the planning function with respect to provision, maintenance and development of urban infrastructure and services. This leads to uncoordinated urban development which compounds the urban transport problems. The respondent from the Ministry of Infrastructure insisted again that, subject to the local government urban authority Act no. 8 of 1982 part V (Function of Urban Authorities). It is the duty of every urban authority to discharge the functions conferred upon it.

The information obtained from Dar es Salaam city officers reveals that transport management failures in Dar es Salaam city are mostly due to poor policy frameworks, gaps in responsibility (where responsibility is vague and ill defined) and lack of coordination and integration across sectors and between levels of

government. For this reasons, in July 2005, The City further through the government of Tanzania requested the Government of Japan through Japan's Technical Assistance to undertake a study regarding Transport Master Plan "Urban Transport Policy and System Development Master Plan for the City of Dar es Salaam". The overall goal of the study was to formulate an Urban Transport Policy and System Development Plan by the year of 2030, together with a strategic capacity-building program for the government staff from the City of Dar es Salaam. The final report was submitted in June 2008 implying that no transport policy existed before. After interviewing the respondents from Morogoro municipality, the information obtained reveals that the municipal had no transport policy within which all issues on bus terminals would be based.

The information obtained from key informants in the Ministry of Infrastructure Development indicates that in order to have an effective institution set up for urban transport management, the policy directions would include streamlining institutional functions and responsibilities and improving the capacity of urban authorities to effectively plan, manage and regulate provision of efficient urban transport infrastructure and services. However, the officers from the Ministry of Infrastructure Development said that the quality of information provided at bus stations remain poor. Bus terminal displays of route numbers, destinations and departure times are often lacking information on fares is very rarely provided. Information from the respondent implies that service providers at bus terminals are not willing to help customers and cannot provide transport services as per required standards. The officer from the Ministry of Infrastructure Development again cited the local government urban authority Act no. 8 of 1982 part V (Function of Urban Authorities) which states that, "... Save where the contrary is expressly provided for or appears from the context of the function or duty to be permitted or extended, every function conferred upon an urban authority shall be exercised in respect of all persons within its area of jurisdiction as are concerned in relation to the function in question..." The responses from Dar es Salaam city and Morogoro municipality regarding transport policy on issues of promptness and wilful

assistance by service providers at the bus terminals reflected the same responses as in former question.

#### **4.4.4 Findings on the passengers' satisfaction at bus terminals**

The question this study attempts to answer is whether the quality of the existing standards of service meets customers/passengers expectations (Appendix II). Jochen (2003) brought customer satisfaction definition as customer's overall evaluation of the date. Furthermore, he interprets satisfaction as a failure resulting from a process of evaluating what was received against what was expected. The information collected from the key informants indicates that the existing standards of quality of services are not satisfying customers/passengers because there are complaints regarding rising of fares, theft, delays on bus departure and arrival times, high charges in the entrance and exit gates. The information indicates further that there are still crews of passenger vehicles who demonstrate bad behaviour by using hostile and abusive language to customers/passengers. These findings confirm the Gap Model which indicates the gap between the service provider and external communication to customers/passengers, developed by Parasuraman, Zeithaml and Berry in 1985. One of the senior officers (SUMATRA) said that the regulation rules and standards were not followed during the registration process of transport service providers. The officer pointed out further that the service regulator (SUMATRA) is using the Transport licensing Act of 1973, but some sections of this act are outdated making the regulations, rules and standards weak. The obtained information indicates further that the registration process of service providers is not suitable in registering service providers that are qualified to perform their duties properly. It was noted that due to weaknesses of the legislation, service providers are not providing services at a regulated standard and in a consistent manner. However, it was further observed that apart from the weaknesses of the regulations, rules and standards, the enforcement of traffic rules and arrangement for urban transport management is portioned to the provision of transport services. These situations cause the interaction in decision making on transportation issues.

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.0 Introduction**

This chapter provides comprehensive discussion on the findings presented in Chapter Four. It tries to present the principles, relationships, and generalizations shown by the results. The chapter also shows how the results and interpretations agree or contrast with previous published works. Lastly, the chapter discusses theoretical implications as well as practical applications.

#### **5.1 Discussion on service regulator, policy maker and transport service providers at bus terminals**

##### **5.1.1 Transport service regulator**

The principal objective of road transport service regulation is normally to ensure that road transport services are operated in accordance with government policy, that the demand of public transport is satisfied and, that standards of quality and safety are maintained, and fares are controlled at ‘affordable’ levels. Regulation may also be deemed necessary to prevent operators from abusing any monopoly position that they may hold, or, in a competitive situation, to control undesirable or potentially dangerous aspects of competition between operators (Ile, 2005). In Tanzania, regulation of road transport service covers almost every aspect of the road transport operations, including licensing of vehicles, operators, drivers and conductors, activities like construction and use of vehicles, the supply of services, setting of fares, safety standards, conduct of drivers, conductors and passengers, administration of routes and allocation of subsidies. Since road transport industry comprises both public and private sector operators, formal and informal operators, large and small operators, regulations must ensure that none of the sectors has unfair advantage over the other and must ensure also that competition is fair and encourage all operators to provide road passenger transport service for which each is most suited. Regulation in this section is discussed in the context of the number

of services that are closely associated with passengers. These include waiting room services, police/security services, loading/unloading bay services, telephone booth services, lost property room services, booking office services and toilet and canteen services. Each one is discussed in detail in the coming sections.

### **5.1.2 Transport policy makers**

The principal objective of Transport Policy makers is to develop directives designed to guide the thinking, decisions, and actions of managers and their subordinates in implementing the Transportation sector's strategy. According to Pearce and Robinson (2003), policies provide guidelines for establishing and controlling the ongoing operating processes of a firm, consistent with the firm's strategic objectives. Often referred to as "standard operating procedures", policies serve to increase managerial effectiveness by standardizing many routine decisions and to limit the discretion of managers and subordinates in implementing operational strategies. Logically, policies should be derived from functional strategies (and in some instances, from corporate or business strategies) with the key purpose of aiding in strategy execution.

A policy is a deliberate plan of action to guide decisions and achieve rational outcome(s). The term may apply to government, private sector, organisations and groups, and individual. Presidential executive order, corporate private policies and Parliamentary rules of order are all example of a policy. Policy differs from rules or law. While law can compel or prohibit behaviours (for example a law requiring the payment of taxes on income) a policy merely guides actions toward those that are most likely to achieve a desired goal (Wales, 2010).

Policy or policy study may also refer to the process of making important organisational decisions, including the identification of different alternatives such as programs or spending priorities, and choosing among them, on the basis of the impact they will have. Policies can be understood as a political, management, financial, and administrative mechanisms arranged to reach explicit goals (Wales,

2010). For that matter, policies are typically instituted in order to avoid some negative effects that have been noticed in the organisation/ or seek some positive benefits. With regards to Transport policy, Ile (2005) observes that the types of solutions, which may be applied to the transport service problems in a country, would depend largely on government policy, in general terms and with specific regards to transport.

#### **5.1.2.1 The purpose of policies in transportation sector**

Policies communicate specific guides to decisions. They are designed to control and reinforce the implementation of functional strategies and a grand strategy, and they fulfil this role in several ways:

- 1) *Policies establish indirect control over independent action* by making a clear statement about how things are *now* to be done. By limiting discretion, policies in effect control decisions and the conduct of activities without direct intervention by the top management.
- 2) *Policies promote uniform handling of similar activities*. This facilitates coordination of tasks and helps to reduce friction arising from favouritism, discrimination, and disparate handling of common functions.
- 3) *Policies ensure quicker decisions* by standardizing answers to previously answered questions that would otherwise recur and be pushed up to the management hierarchy again and again.
- 4) *Policies help institutionalize basic aspects of organisation behaviour*. This minimizes conflicting practices and establishes consistent patterns of action in terms of how organisational members attempt to make the strategy work.
- 5) *Policies reduce uncertainty in repetitive and day- to- day decision making*, thereby providing a necessary foundation for coordinated, efficient efforts.
- 6) *Policies can counteract resistance to or rejection of chosen strategies by organisation members*. When a major strategic change is undertaken, unambiguous operating policies help clarify what is expected and facilitates acceptance, particularly when operating managers participate in policy development.

- 7) *Policies offer a predetermined answers to routine problems, giving managers more time to cope with none routine matters;* dealing with ordinary and extraordinary problems is greatly expected – the former by referring to establish policy and the latter by drawing on the portion of the manager's time.
- 8) *Policies afford managers a mechanism for avoiding hasty ill-conceived decisions in changing operations.* Prevailing policy can always be used as a reason for not yielding to emotion- based, expedient, or temporarily valid arguments for altering procedures and practices (Pearce and Robin, 2003).

#### **5.1.2.2 Policy implementation in transportation sector**

Policy implementation is the stage whereby policy is put into action and inputs are transformed into outputs (transport services). Policy implementation involves a process of moving towards a policy objective by means of administrative and political steps so that these steps achieve the desired goal. A successful policy implementation demands a process which posses' two major stages namely: Policy Analysis and Policy Evaluation (Warioba, 1992).

#### **5.1.2.3 Policy analysis in transportation sector**

Policy analysis can be defined as “determining which of various alternative polices will most achieve a given set of goals in light of the relations between the policies and the goals”. However, the analysis can be divided into two major fields. Analysis of policy is analytical and descriptive – that is; it attempts to explain policies in their development. The analysis of policy is prescriptive- that is, it involves formulating policies and proposals, for example, in improving social welfare (Wales, 2010). Policy analysis is a systematic investigation of alternative courses of action, policy option and of the assembly and integration of the evidence for and against each option; policy analysis involves the collection and the interpretation of information and some attempts to predict the consequences of alternative causes of action (Beckerman, 1982).

#### **5.1.2.4 Policy evaluation in transportation sector**

Policy evaluation refers to the production of information about the value of policy outcomes. The importance of policy evaluation resides in the followings;

- (i) It provides reliable and valid information about policy performance. It reveals the extent to which particular goals and objectives have been attained.
- (ii) It contributes to the clarification and critique which underlie the selection of goals and objectives (Beckerman, 1982).

### **5.1.3 Transport service providers**

#### **5.1.3.1 Discussion on waiting room service providers**

Customer satisfaction has developed extensively as a basic concept for monitoring and controlling activities in the area of relationship marketing (Rust & Zahorik 1993). This is supported by researcher's observations that, there were no Public Address Systems installed at UBT and MBT waiting rooms. In that sense arrival, departures and some relevant information on things like delays are not announced. Service providers are unable to provide correct arrival and departure times for buses as in the main they depend on time estimations. This is supported by results in Tables 4.37 where the majority of respondents 26(52.0%) and 23(49.0%) from UBT and MBT respectively said that the waiting rooms physical facilities are not conducive to the provision of services. It was observed further that there were no clocks installed at prominent places visible to passengers and service providers, which often affect the service providers required to offer services in time. It was observed that there are not special place reserved for tired passengers to rest, as a result tired passengers are sleeping on the floor (Figure 5.1) waiting for services.

**Figure 5.1: A sleeping passenger in the waiting room at UBT**



**Source:** Field data-2008

It was observed that there were no satisfactory services offered at MBT regarding waiting room services. There is a simple shaded structure which is very small and not cemented with concrete, for that matter travellers at MBT were sitting on the floor with pieces of luggage and bicycles and other similar things. The most disappointing issue observed was about women who are attending to their children in the environment which is not healthy friendly (Figure 5.2). It was observed further that at UBT, there are no essential things like toilet facilities, ticket sales and luggage handling facilities. Another shortfall noted, is to do with prayer rooms where passengers can use to speak to God, especially to give thanks or ask for help, there are also no rooms for nursing mothers. It was observed that there are several small kiosks, selling food, confectionary, magazines and other items required by travellers; in some cases, there were much wider range of goods available for sale.

**Figure 5.2: Waiting room services at MBT**



**Source:** Field data-2008

The data obtained from the waiting room (UBT) shows that there is a big number of unauthorised traders, which, often encroach on the passengers and obstruct the flow (Fig. 5.3). It was further observed that there were no special facilities for disabled passengers. The requirement of disabled passengers are not taken into consideration, the principal requirement would be toilets, which could be accessible by disabled passengers. However, it was observed that there are no high visibility barriers, signs, and textured surfaces for the benefit of the blind or partially sighted passengers. Generally speaking, the condition of waiting rooms at Ubungo and Msamvu Bus terminals are not user friendly as they should be to the disabled people and other user.

**Figure 5.3: Waiting room services at UBT**



**Source:** Field data-2008

The information obtained from the respondents revealed that employees of the registered waiting room service provider at Ubungu and Msamvu Bus terminals respectively have no knowledge, skills and ability to convey trust and confidence to their customers. This is mainly explained by very limited training if any, and hence they are characterized by ignorance and lack of confidence. In most cases, employees' behaviour is not in line with what is stipulated in the Transport licensing Act of year 2007. According to URT (2007), no crew of passenger vehicle while on duty shall demonstrate the following behaviour;

- (a) using hostile and abusive language to passengers;
- (b) block or obstruct intentionally other service providers;
- (c) driving above the maximum speed limits in competition of passenger pick up;

- (d) terminating journey before reaching final destination without reasonable cause;
- (e) driving under the influence of alcohol;
- (f) driving in careless or reckless manner or in the manner contrary to the provisions of Road Traffic Act and other laws;
- (g) mistreating or harassing passengers or they would be passengers;
- (h) driving while attending to mobile phone; and
- (i) Carry live animals or dangerous load goods in the licensed motor vehicle.

#### **5.1.3.2 Discussion on police/security service providers**

According to the Road Licensing and Monitoring Manager (SUMATRA), the Auxiliary polices at Ubungo and Msamvu bus terminals are not trained and not rewarded for developing error-free services. Apart from the majority 20(40.0%) and 30(63.8%) of the respondents from Ubungo and Msamvu bus terminals respectively agreeing that police/security section is performing their duties without mistakes (Table 4.2), several short falls were observed including MBT not being fenced, in that sense there is free movements of different terminal users who deal with unauthorised businesses as a result the security of travellers in the bus terminal becomes compromised. It was observed further that, at UBT and MBT there are no security equipments such as closed circuit television for monitoring the movement of buses and terminal users, and adequate illumination especially at night which make the security situation more precarious.

It was observed that the Police post cells at UBT and MBT are usually overcrowded with remandees, which gives an indication of the prevalence of high crime rate. This implies that complaints on crimes lodged by travellers and other terminal users are not attended timely or the reported cases are not attended to timely. In that sense, cells have people who have never committed any crime. It was further observed that criminal and female inmates do not even receive sanitary towels. However, in these cells people sleep on the floor, inmates do not have beds

or mattresses. The young inmates are mixed with old and those with contagious diseases including tuberculosis, malaria, rabies and HIV/AIDS.

According to Ile (2005), the responsibility of transport regulations may lie with a number of bodies, including the police, regulatory authority, central and local government departments such as the licensing authority, road transport department, and treasury, operators' associations, the operators themselves and to some extent, passenger themselves. It was observed that the enforcement and, therefore, compliance with transport regulations at UBT and MBT are often inconsistent. Some regulations are stringently enforced while others are neglected. The easiest regulations to be enforced are those, which could be dealt with as they occur. The most obvious are driving offences such as over speeding which once detected it can usually be dealt with immediately by the law enforcement officers. It was further observed that police officers are equipped with radar speed measuring devices and therefore concentrate heavily on infringement of speed limits, while ignoring other offences such as non-compliance with vehicle roadworthiness requirements. It was further observed that the enforcement of regulations regarding vehicle roadworthiness at UBT and MBT is often very weak, with many buses operating in an obviously dangerous condition, in that sense standards of roadworthiness are extremely low. However, overloading of buses and buses operating off their licensed routes were less easily detected, for that matter, this type of offence is committed blatantly. The Director of Road Transport Regulations (SUMATRA) said that, a serious problem in Tanzania is a high incidence of road accidents, which are attributable to excessive speed, particularly on intercity road where traffic is relatively light. He further said that accidents of buses where large number of passengers are killed are a common occurrence, while careless driving is often blamed; careless driving and excessive speed are the primary cause. The Road Licensing and Monitoring Manager (SUMATRA) said that, various measures for controlling over speeding and enforcing speed limits are employed used with varying degrees of success. Compulsory fitting to buses, of road speed governors, has been unsuccessful; it has failed due to poor

enforcement. However, the cost of fittings of these speed governors seemed to be unreasonably high.

According to Ile (2005), effective enforcement requires a system of realistic penalties for all infringements; however, a major problem is that penalties are often inadequate to act as a deterrent. Financial penalties are used at UBT and MBT but are often ineffective and counter-productive. This implies that the financial penalties on transport operators at UBT and MBT reduce the bus owner's ability to pay for repairs, and they are likely to be tempted to continue to operate their buses in defective condition. In that, sense fines for offences such as over speeding, license infringements or operation of road worthless buses are often regarded as normal operating expenses and this lead to corruption.

#### **5.1.3.3 Discussion on loading/unloading bay service providers**

The Director of Road Transport Regulations (SUMATRA) said that, the decision of how buses should be parked when they are loading and unloading is important. In this sense there are various alternatives, each configuration has its advantages and disadvantages and implications for safety, space requirement and time schedules for arriving and departing buses. It was observed that, at UBT and MBT, buses are driven into the terminal, stopping adjacent to passengers waiting to board. With a drive- through configuration lane, wide enough for a single bus would be sufficient for a single route so that buses may depart in the sequence in which they arrive. If the lane is used for several routes, as it is the case at UBT and MBT (Figs 5.4 and 5.5), the lane should be wide enough for all the buses to pass through. In the picture referred to, the buses are clustered in one lane and giving way for others buses to pass is certainly difficult. Apart from that, loading and unloading is indeed difficult and the safety of passengers cannot be fully guaranteed. This is supported by Table 4.21 which, indicates that the majority 27(54.0%) and 33(70.2%) of the respondents from UBT and MBT respectively disagreed that service providers have the knowledge, polite behaviour, and the ability to convey trust and confidence to their customers.

According to Ile (2005), activities at big bus stations or at Para transit terminals include the parking of vehicles awaiting departure, control of passenger boarding and alighting from vehicles, dispatching of vehicles, booking of tickets, handling of luggage, security, administration and maintenance of infrastructure. The parking of vehicles before loading, queuing for loading where applicable, and the loading itself, can be chaotic if not properly organised. It was observed that, at UBT and MBT the parking of vehicles and queuing for loading is not properly organised. Some vehicles proceed to the departure stand immediately on arrival at the terminal and remain there until departure time. This is a waste of space in the departure area and this means that queuing system is not organised. However, it was observed that vehicles have to wait for a long time before departure and queues are long. In that sense, drivers are required to fill space each time a vehicle departs, and therefore this result in increased wear and tear of vehicles, increased fuel consumption and pollution.

**Figure 5.4: Loading/unloading bay at UBT**



**Source:** Field data-2008

**Figure 5.5: Loading/unloading bay at MBT**



**Source:** Field data-2008

Majority 19(38%) and 27(57.4%) from UBT and MBT respectively disagreed that services at the bus terminal, are reliable. This is supported by observations made on passenger vehicle crews who were loading live animals like chickens and ducks into the passenger buses. Additional pattern observed was lack of sheds (Figs 5.4, 5.5 and 5.7) which would be used to protect travellers and other terminal users from sun and rain, signage system and lightning system. According to Ile (2005), stair cases are special facilities for disabled passengers especially for a person with disability who requires assistance in boarding and alighting from buses. It was observed that most parking systems for buses at the loading/unloading bays are not conducive for the travellers who need to board or alight from buses and for arrival and departure buses. However, there are no stair cases for disabled passengers in boarding and alighting from buses, the situation which make them to be uncomfortable (see Figs 5.5 and 5.7).

**Figure 5.6: Loading/unloading bay at UBT**



**Source:** Field data-2008

**Figure 5.7: Loading/unloading bay at MBT**



**Source:** Field data-2008

It was observed that the bus schedule services at Ubungo and Msamvu bus terminals do not operate at all, and if they do, they do not operate according to scheduled departure and arrival times. This situation often cause inconvenience passenger before journey starts.

It was further observed that at MBT there are a lot unauthorised traders (Fig 5.8), who sell bananas, onions, ice creams, tomatoes, oranges and the like. These are not directly related with loading/unloading services; therefore these businesses lead to chaotic pattern at MBT. It was observed that transport service providers work under a centralised system in the provision of transport services in order to ease the control of transport service operations, for that reason it takes a long time to solve a simple problem if any. According to URT (2007), the license of a passenger vehicle, which provides Inter City transport services, shall be accompanied with the approved timetable. The approved timetable issued under sub regulation (1) shall contain the list of licensed motor vehicles operating on the same route, departure and arrival times at different bus stops, duration of the timetable and seating capacity of the motor vehicle.

It was observed that there are no platform weighing machines for weighing luggage, parcels and goods at UBT and MBT. As a result luggage, parcels, and goods are often not weighed and if they do, they are weighed during loading time this delays the departure time as a result. It was further observed that sometimes passengers are forced to travel without their luggage or parcels when they exceed the required weights or if passengers fail to pay for the extra weights. The Director of Road Transport Regulations (SUMATRA) said that according to regulations, the owner of passenger vehicles should allow every adult passenger to carry free baggage allowance of twenty kilograms and every child to carry free baggage of ten kilograms. He further said that, where a passenger carries baggage in excess of the free baggage allowance, it should be lawful for the licensee/service provider to charge such a passenger in respect of each excess kilogram on approved tariff.

In fact this information is not known to passengers since it is not written on passenger tickets.

**Figure 5.8: Unauthorised traders on the loading /unloading bay at MBT**



**Source:** Field data-2008

#### **5.1.3.4 Discussion on telephone booth service providers**

For the purpose of this discussion telephone booth is a publicly accessible set of devices that are used for communication. These can include e- mail, fax, SMS as well as standard telephone services ([http:// en.Wikipedia.org / wiki/ intermediate-kiosk](http://en.Wikipedia.org/wiki/intermediate-kiosk)). It was observed that UBT and MBT had no telephone booths. Travellers and other terminal users recharge their mobile phones by purchasing air times from few small kiosks which have no standard telephone, e –mail, fax and SMS services (Figs 5.9 and 5.10).

**Figure 5.9: Telephone booth services at UBT**



**Source:** Field data-2008

**Figure 5.10: Telephone booth services at MBT**



**Source:** Researcher's Photographs –2008

Telephones and other associated services are limited and passengers seldom access them when they travel. The available facilities are not in any way regulated as they result from individual initiatives aimed at making profit with minimal service aspect.

#### **5.1.3.5 Discussion on lost property room service providers**

According to Hussain (1980), all articles under lost property articles must be handed over to the officer concerned. After entries are made in the lost property Register, they should be kept under safe custody. It is advisable that they are kept in a locked box in the central bus terminal and at other places, where the need be, they may be kept in separate rooms allocated for the purpose. It was observed that there are no lost property services at MBT. However, at UBT this service is combined with security/police service section. At UBT lost properties are not entered in to the register and there are no special boxes where the lost properties should be kept. The officers concerned are not trained on the procedures of handling lost properties. According to Hussain (1980), a small help to, for example, a passenger who loses a parcel gives a good name to the organisation. However, it was further observed that, at UBT the lost property services are performed by the Auxiliary police who have no requisite customer care knowledge. The auxiliary police are responsible to the City council management, in this sense they are not performing their duties under supervision of transport service providers.

#### **5.1.3.6 Discussion on booking office service providers**

According to URT (2007), the owners of passenger vehicle shall, sell tickets and allow bookings to be made at his or agents` designated office; this is because a passenger may, at any time before departure, decide to cancel his/her booking. Where a passenger cancels booking twenty four hours or more before the time of departure, the owner of the licensed motor vehicle shall be obliged to refund the paid fare, if any, to that person immediately after cancellation. Where the cancellation is made in less than twenty four hours prior to the scheduled time of

departure of the motor vehicle, a passenger shall be entitled to a refund of the full fare paid by him/her less fifteen per cent of that fare.

Furthermore, URT (2007) states that, the owners of passenger vehicle shall issue a bus ticket or other documents to a passenger specifying:-

- (a) in case of inter-urban transport services;
  - (i) a name of the passenger and a number of the seat;
  - (ii) time of reporting and departure;
  - (iii) station of departure and destination;
- (b) the fare for the journey;
- (c) address and telephone number of the licensee;
- (d) registration number of the licensed motor vehicle;
- (e) name of the route of service and
- (f) date of issue and date of travel.

It was observed that touts dominate some booking offices and pose as service providers by buying tickets from bus agents at one price and selling them at a higher price. In that case, owners of passenger vehicles or agents do not sell tickets, instead they allow booking to be done by touts. For sure, tickets at MBT are sold out of the booking offices on the loading/unloading bays (Figs 5.11 and 5.12).

It was also revealed that employees of service providers do not listen to every individual customer/passenger very carefully. They always concentrate on issuing tickets, allocation of buses and provision of unauthorised services like loading of large parcels on buses. According to URT (2007), the owner of a passenger vehicle, who issues a ticket to a passenger, shall provide transport services in accordance with the terms and conditions stated on the ticket and timetable, or provide alternative service of the same quality. In the event of inter-urban transport, where the owner of a passenger vehicle fails to provide transport service within two hours from the time stated on the ticket and timetable, he shall refund a

full fare unless the passenger voluntarily agrees to travel by a motor vehicle departing at later hours.

**Figure 5.11: A tout selling tickets on the loading/unloading bay at MBT**



**Source:** Field data-2008

It was observed that service providers at Ubungu and Msamvu bus terminals do not provide transport services in accordance with the terms and conditions stated in the ticket and time tables. Bus operators do not follow the departure and arrival times stated in the tickets. Furthermore, service providers at UBT and MBT have no enough physical facilities; For example, computers, communication aids (radio telephones), ticket machines, uniforms, working offices, staff transport for internal monitoring, and if they have, they are not as suitable as they should be. In addition, physical appearance of service provider is not in line with the service they provide. For example one cannot differentiate between a service provider and a tout because both of them often do not have uniforms (Figs 5.5, 5.7 and 5.11).

The data collected reveal that booking offices at UBT are too small to accommodate traveller's luggage or parcels; as a result, other service providers keep their luggage and parcels away from bus operator's booking offices (Fig 5.12). The information obtained from a worker in the parcels handling office reveals that, a traveller should bring his parcel a day before the day of departure and a clerk on duty should issue a receipt to the respective owner of the luggage or parcels. Furthermore different pieces of luggage and parcels of different weights and values can be stored and the storage-charging standard is based on the approximation of parcel volumes. In that sense, parcels are stored regardless of the bus routes and travelling times the passenger has booked. This system does not seem convenient especially for the parcels or pieces of luggage which require special handling. However, there was no consideration to separate parcels belonging to departing passengers from those belonging to arriving passengers. This can lead to loss of given pieces of luggage.

**Figure 5.12: Parcels and luggage storage room at UBT**



**Source:** Field data-2008

The information obtained reveals that Booking office service providers at Ubungu and Msamvu bus terminals have no knowledge, polite behaviour and the ability to convey trust and confidence to their customers. According to Hussain (1980), the Booking clerk, Enquiry clerks, drivers and conductors are very close to the travelling public. It is therefore necessary for these staff to be on their best behaviour when dealing with passengers. Offensive behaviour, rudeness, or incorrect information, are some of the ways, which can earn an organisation bad name. It was further observed that service providers at UBT and MBT share booking offices (Fig 5.13) this makes travellers/passengers get confused in selecting the right bus. Also, selling or issuing of tickets often become very difficult. It was further observed that the booking clerks at UBT and MBT are not trained on customer care thus it is normal for them to deliver incorrect information to their customers.

**Figure 5.13: Booking offices at MBT**



**Source:** Field data-2008

#### 5.1.3.7 Discussion on toilet and canteen service providers

It was observed that Toilets at UBT and MBT are not clean enough to attract passengers. The premises are not clean; there are no waste paper baskets or open refuse baskets kept at convenient points. This situation causes travellers to throw waste papers everywhere and as a result, the environment around the toilets become less user-friendly. It was further observed that toilets lack baby change facilities and there are no toilets for disabled for example wheel chair toilets. This situation makes mothers and disabled people to use alternative places within the bus terminals. In most cases, toilet services are attached to Canteen services. It was observed that toilet services at UBT and MBT are treated differently from canteen services. This situation force the canteen users to make double payments, first for canteen services and secondly for toilet services. A traveller or any other toilet user must first pay before he/ she uses toilet services. It was further observed that toilet users are charged between two to four Tanzania shillings. Toilets are not enough to accommodate the requirement of all terminal users, therefore this situation compel them to queue while waiting the services (Figs 5.14).

**Figure 5.14: Toilet services users at UBT**



**Source:** Field data-2008

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS**

#### **6.0 Introduction**

The primary objective of this chapter is to provide summary of the findings focusing specifically on the aims of the study. This chapter discusses the study findings as well as the contribution made by the study. It discusses the Implication for passenger's satisfaction at Bus terminals. Furthermore, this chapter makes recommendations on the improvement of services at the Bus terminals. Lastly, this chapter outlines the limitation of the study, the conclusion and it considers the idea for further research.

#### **6.1 Summary of the findings**

As discussed in previous chapter, to a great extent the research objectives of this study have been achieved. This study therefore, suggests that there is a relationship between service providers and passengers' satisfaction at bus terminals in Tanzania. Using the Conceptual Model of the study topic developed (Figure 2.2), the researcher formulated questions which assisted to gather information required in the study. The methodology and model used have expanded the understanding of how service providers at the bus terminals operate. Their performance have been evaluated against attitude towards information seeking, services provided, performance, education, and level of customer care, personality and appearance of physical facilities.

In measuring the relationship, some of the result indicates a low coefficient of correlation and other results indicate zero implying that there is low or no correlation at all. According to Spurr and Bonini (1977), the usefulness of a correlation depends on its size and significance, if (r) reliably differs from 0.00, the r-value will statistically be significant (does not result from a chance) implying that if the same variables were measured on another set of similar subjects, a

similar r- value would result. According to Gupta and Man Mohan (2002), when pairs of a number are used to compute r(s) are small, a spuriously high value can occur by chance, but when it is larger a small r –value may be significant. A high degree of correlation does not necessarily mean that a relationship of cause and effect exists between the variables. In this respect, we conclude that a no or low significant liner correlation does not mean that x and y are not related in any way.

**Table 6.1: The summary of TSV at Ubungo and Msamvu bus terminals**

| Attributes     | Ubungo bus terminal |     |     |     |    | Msamvu bus terminal |     |     |     |     |
|----------------|---------------------|-----|-----|-----|----|---------------------|-----|-----|-----|-----|
|                | SA                  | Ag  | Unc | DA  | SD | SA                  | Ag  | Unc | DA  | SD  |
| Reliability    | 80                  | 624 | 105 | 146 | 68 | 35                  | 420 | 48  | 160 | 109 |
| Responsiveness | 15                  | 496 | 108 | 262 | 56 | 40                  | 400 | 87  | 457 | 112 |
| Assurance      | 15                  | 464 | 45  | 312 | 60 | 25                  | 308 | 48  | 232 | 115 |
| Empathy        | 55                  | 508 | 69  | 250 | 64 | 10                  | 412 | 42  | 186 | 117 |
| Tangibles      | 15                  | 424 | 33  | 316 | 72 | 5                   | 116 | 63  | 278 | 139 |

**Source:** Researcher’s calculation-2008

Furthermore, hence all TSV results at Ubungo and Msamvu bus terminals indicate unfavourable opinions (Table 6.1) and the association of all attributes are at 0.05 and 0.01 significant levels, the null hypothesis, that is “Service providers are not directly related with passengers’ satisfaction in bus terminal services” is rejected. Therefore, Service providers are directly related with passengers’ satisfaction at Ubungo and Msamvu bus terminal services. In additional, the quality of service as measured by reliability, responsiveness, assurance, empathy and tangibles at Ubungo and Msamvu bus terminals increase with the increase of performance of bus terminal service providers in this sample.

## 6.2 Contribution made by the study

In Tanzania, bus terminals are owned and managed by the local governmeGnt authorities. For example, UBT is owned and managed by Dar es Salaam city and MBT in Morogoro region is owned and managed by Morogoro municipality. It is

satisfactory for local authorities to control bus terminals which are required for competing services, since this may allow competition by giving the operators fair advantage through imposing equal charges on them. Since there is a co-operation between bus operators, however, it is common for them to share bus terminal facilities owned by the local authorities.

Government regulations on road transport services extend to the regulations on bus terminals and bus stops, often with unsatisfactory results. For example, there are strict regulations governing the size, location, layout and use of bus terminals, and even the number and distance between them. The provisions of adequate and appropriate terminal facilities are important despite the potential problems from inappropriate or misuse of regulations. In that case therefore, some forms of regulations are often necessary to ensure that bus terminals are constructed, located in suitable and conducive environments.

Since bus terminal facilities are provided and coordinated by the local authorities, a planning control should be given to the local authorities. It may be necessary for the central government through Surface and Marine Transport Regulatory Authority (SUMATRA) to establish guidelines to be followed, or to provide expertise to assist in the planning process.

Public transport fare, transit cum inter-urban road transport services in particular are regulated but not strictly enforced in Tanzania. However, it was observed that there are political obstacles in deregulating. An appropriate fare regulation is essential to sustain the operation of transport services which would meet the requirements and which would be affordable by the public travellers.

It was observed that standards of *reliability* at Ubungo and Msamvu bus terminals particularly the transit cum inter-urban road passenger transport services are often very poor due to partly bus terminal conditions, and poor management. Many service providers do not operate to schedules, but even where schedules apply,

time keeping is often poor. Appropriate route design and service schedules should be regulated to sustain the operation of transport services and to satisfy the requirements of the users. However, it should be noted that average-waiting time is an important element of convenience, the shorter the waiting time the greater the level of convenience. Waiting time is a function of both service frequency and the capacity of the services.

Ubungu and Msamvu bus terminals have poor reputations in respect of passenger security, with pickpockets operating both on buses and at loading/unloading bays. In some cases violence or robbery are common at the bus terminal. According to Ile (2005) on road passenger transport services particularly where buses with roof luggage racks are used, theft of passenger's luggage is a regular occurrence. Security on passenger buses is partly a reflection of standards of law and order in a country generally, but this can be influenced by the way in which transport services are operated. For that matter, overcrowding of vehicles and poor discipline at Ubungu and Msamvu bus terminals increases traveller's vulnerability to pickpockets. An appropriate enforcement of traffic regulations is essential to sustain enforcement of law and order generally, and of transit cum inter-urban road passenger transport service regulation in particular. Bus crews, for example Conductors, Inspectors, and Drivers should get involved in reducing crime. Moreover, good lighting at Ubungu and Msamvu bus terminals could be beneficial with regards to security aspect.

The transit cum inter urban transport service in Tanzania is characterised by high cost, low quality services due to various reasons including the existence of high backlog of infrastructure maintenance and rehabilitation, inadequate institutional arrangements, laws, regulations and procedures which are uncoordinated and not consistent or compatible with each other to create conducive climate for investment. Moreover, growth of sector, is influenced by inadequate capacity caused by low level of investment in resources, and safety enforcement.

The institutional frameworks in which inter urban transport system operate are often unnecessarily complicated, involving several different agencies with overlapping responsibilities, at different levels of government. Such situation causes a lack of coordination and conflicting measures, and time wasting. Sometimes there can be an open rivalry between them, which can lead to one undermining the work of another. To resolve such a problem the government should undertake an institutional reform. The number of agencies involved in the provision of transport services should be kept to a minimum. This will minimize the scope of bureaucratic delays, unnecessary wastage of efforts and inconsistent policies.

However, it was observed however that, services are not delivered at agreed times, the departure time of buses are different from those indicated on tickets and there is no consistence in the treatment of travellers with communication. Some passengers have to wait a considerable time for the services. They may not even be aware of the established standards for the regulated services, for instance of scheduled departure and arrival times or understanding the concept of scheduling. The data collected in this study indicate that service programs in the waiting rooms at bus terminals are not consistent and the promised services are not honoured such that the waiting rooms are like a temporally places. They lack necessary facilities such as seats, public address system and newspapers.

The study discovered that some service provider's managers are appointed without qualifications, have inadequate experience or lack of the ability and integrity to deliver quality customer services. Similarly, the study revealed that there is a shortage of expertise in the field of transport planning, marketing and economics to undertake routine transport operations at the bus terminals.

The study discovered that, indiscipline practice among the service providers at the bus terminals resulted to the failure to operate in accordance with the schedules. The study discovered that, the best means used by customers/passengers in finding

out what services are available is through asking, often if they ask; they are not listened to very carefully. For that matter, training is an essential aspect in the improvement of public transport services in Tanzania, not only for people employed at all levels in the transport industry but also for central and local authority's officers involved in the planning or regulation of transport services. This requires improved education through the provision of specialised management and technical training skills to employees in the transport sector. In addition to appropriate training programmes, it is essential that relevant personnel should be given the opportunity to gain practical experience of transport operations in central and local authorities in Tanzania, and Ubungu and Msamvu bus terminals in particular as far customer service is concerned.

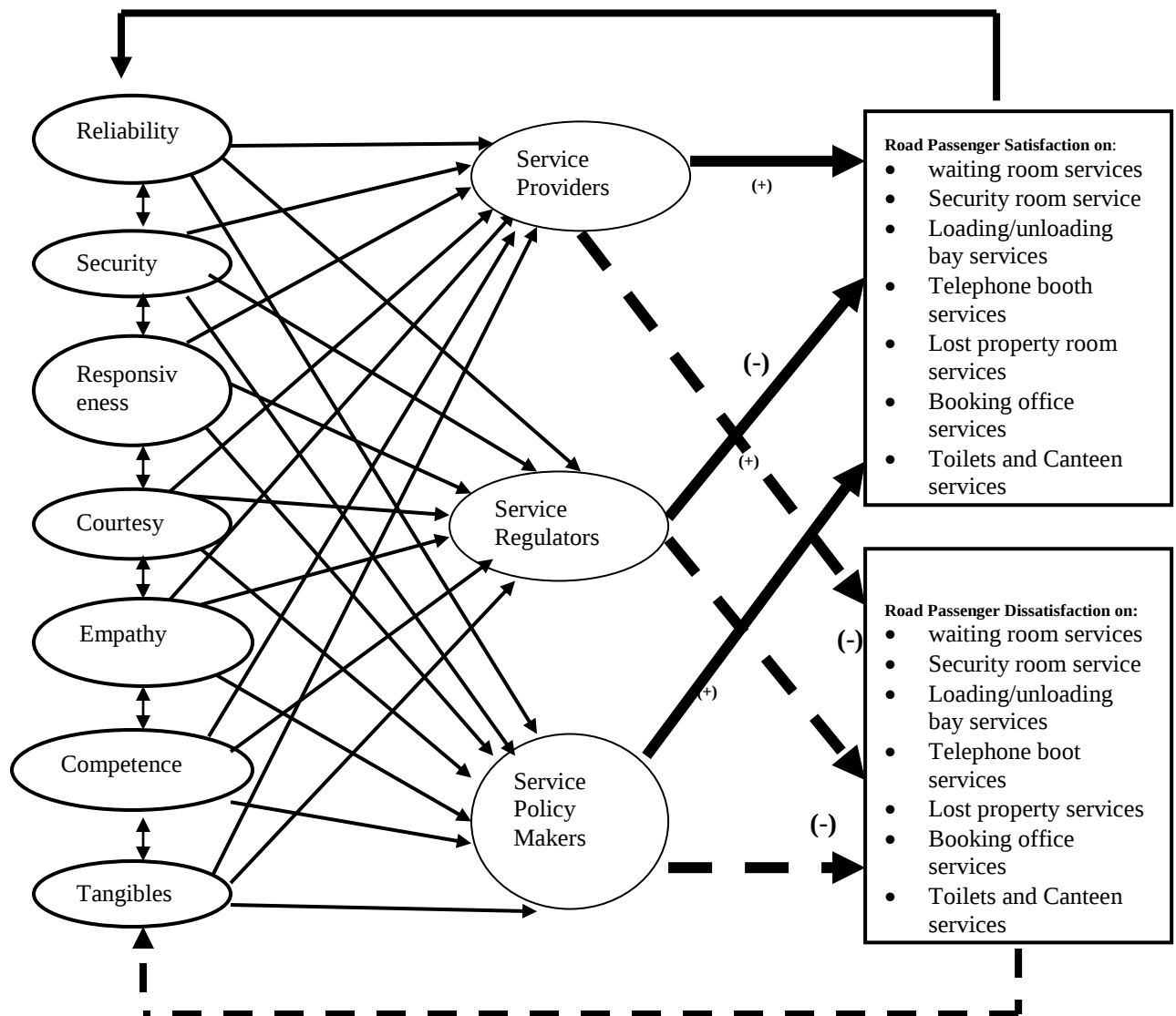
Therefore, passengers' satisfaction at Ubungu and Msamvu bus terminals is influenced by service quality factors, Reliability, Security, Responsiveness, Courtesy, Empathy, Competence and Tangibles. Based on the findings the research model developed in Chapter Two is updated in Figure 6.1 whereas

- 1) **Reliability:** ability to perform promised service dependably and accurately,
- 2) **Security:** Freedom from danger, risk or doubt,
- 3) **Responsiveness:** - willingness to help customers and to provide prompt services,
- 4) **Courtesy:** Politeness, respect, consideration and friendliness of contact personnel,
- 5) **Empathy:** Easy access, good communications and customer understanding,
- 6) **Competence:** Possession of required skills and knowledge to manage and perform the services,
- 7) **Tangibles:** Appearance of physical facilities, equipment, personnel and communication materials.

Furthermore, these seven independent variables *Reliability, Security, Responsiveness, Courtesy, Empathy, Competence* and *Tangibles* influence a single dependent variable *Road passengers' satisfaction* mediated by the influence of

three intervening variables *Transport service provider(s)*, *Transport service regulator(s)*, and *Transport service policy maker(s)*. Road passengers' satisfaction (Figure 6.1) include, passengers who obtain services from the following terminal facility services: - Waiting rooms, Security/police posts, Loading/unloading bays, Telephone booths, Lost property rooms, Booking offices and Toilets and canteens.

**Figure 6.2: Updating the model of the framework used for studying service quality factors as measured by reliability, responsiveness, security, courtesy, empathy, competence and tangibles.**



**Source:** Updated by the study from research findings-2010

### **6.3 Implication for passenger's satisfaction at bus terminals**

Quality services at Ubungo and Msamvu bus terminals can normally be improved in various ways; by better controlling of service providers, who can minimise the effects by operating in schedules. More effective control procedures, including control of established standards for regulated goods and services, dispatch of buses from terminals and periodic exit gate checks, can assist in improving and maintaining standards of reliability. However, Traffic management measures and bus priority schemes can result in significant improvement.

Furthermore quality of service can be improved by improving the frequency of services delivered to customers/passengers can bring about significant improvement, often with no increase in the cost of operation. For that matter, journey times can be reduced by eliminating unnecessarily long waits at bus terminals. However, good passenger information is another means of improving convenience.

Selection of suitable employees, as well as subsequent training and motivation is essential for service providers at bus terminals. Educational requirement must be the criteria in the recruitment of all staff at Ubungo and Msamvu bus terminals, this is particularly important in respect of waiting room, security/police station, loading /unloading bay, telephone booth, lost property room, booking office, and toilet and canteen staff; Those members of staff are responsible for the safety of customers/passengers and other bus terminal users.

The central and local government statutory and non governmental bodies in Tanzania have a role to play in the regulation and control of the road passenger transport services, even in free market situation. Central government ministries such as Infrastructure development, Works, Finance and others are directly involved in various ways. Local authorities, including regional, district and City councils are also involved. However, different authorities are responsible for planning and licensing of road passenger transport services and traffic

management strategies. Some government bodies, such as those dealing with issues of health and safety, or competition have a regulatory role with regard to all industries, including road transport. The police have a certain responsibilities in addition to the enforcement of traffic regulations such as the issuing of vehicle and driver's licenses. Various non- governmental agencies are also involved in the regulation and control of road passenger transport services. Operations' associations often have some regulatory roles, including enforcement.

#### **6.4 Policy recommendations to improve quality of service at bus terminals in Tanzania**

In order to improve the quality of service at bus the terminals in Tanzania, the study results have implication for policy:

- 1) Road passenger transport service regulations may apply not only to the quality of the vehicle and the way in which it is used, maintained, and driven, the regulations may also apply to the quality and standard of the services provided at Bus terminals and Bus stops. This should ensure that service providers of public transport services meet specific standard of competence.
- 2) Quality standards should reflect a country's culture, its level of development and in particular its wealth. What is appropriate in one situation, country, or region may not necessarily be appropriate in another; and there is no point in imposing high standards in a country or a region if they cannot be affordable. In this respect, regulations must be appropriate to local conditions and circumstances. In particular they must have regard for operating conditions and costs.
- 3) Transport regulations must be consistent within a country, and where bus services are operated between one region and another, or between one municipal and another. However, it is obviously desirable for regulations to be consistent throughout the region.

- 4) The bus crews must be licensed in order to protect safety and security of passengers and other road users.
- 5) It was observed that there are no special facilities for passengers with disability. While transport is a significant enabler of sustaining livelihoods among poor communities, it is increasingly important to deliver the services with benefits, and greater inclusion of people with disabilities particularly in a developing country like Tanzania.
- 6) Taxi drivers must also hold a special license in addition to the ordinary driver's license being satisfying that the driver is in good character and is fit to operate as a taxi driver.
- 7) The number of agencies involved in the provision and regulation of transport services should be kept to a minimum. This will minimize the scope for bureaucratic delays, unnecessary duplication of efforts and inconsistent policies.
- 8) The quality of management operating the vehicle has significant influence on the standards of services and therefore some form of operators licensing may be appropriate, to ensure that operators of public transport services meet specified standards of competence and integrity. In that sense, in order to hold a license to operate buses, an operator must demonstrate the basic ability to manage a transport operation. When the applicant passes an examination on matters relating to the operations and management of transport undertakings his/her should be provided with certificate of professional competence (CPC). Though, a licensed applicant must provide evidence of financial standing and satisfactory police record.
- 9) The current transport system is faced with imposition of levies on inter urban transport service, delays in administrative procedures to provide

permit and licenses by the regulator (SUMATRA), Urban Authorities, City Council, and Traffic police. Furthermore, the controls instituted by the City Council and Urban Authorities at the Bus terminals indicates are a disincentive to the improvement of service quality at Bus terminals. Charging unrealistic taxes and the lack of comprehensive policy have contributed to evasion of paying taxes, corruption and increased informal provision of transport services. It is important therefore, to formulate a comprehensive and consistent transport policy and streamline different activities to guide transport operations in order to avoid and eliminate inconsistencies which may create problems in the smooth transport operations.

10) Transport service provider education level influences the level of customer satisfaction on bus terminal services as well. The results have implications for education policy. The majority of service providers at UBT and MBT have basic education. There are minimum standards regarding education requirements in respect of service providers who are responsible for safety and security of passengers and other bus terminal users. Therefore, it is important to raise the basic education level to secondary education level. These people also require education on service marketing (customer care), finance, management safety and security.

11) The data revealed that, frequencies of services delivery to passengers/customers are minimal; as a result the speed of service or the interchange ability between services is often very poor implying that there are problems of selection in recruiting staff as well as a subsequent training and motivation programme. This entails that there is a need to establish best standards on employees' selection while improving the measures of training staff on customer care.

12) It was observed that, passengers/customers are not made aware of the services available to enable them plan their journeys. As a result passengers do not get details of the routes, the times at which the services are offered, the fares for the journey to be made, types of tickets available and the arrival times to their destinations. It is important therefore, to formulate a comprehensive and consistent transport policy focusing on publication of information regarding all process of passenger's journey.

13) It had been observed that some scheduled services do not operate at all According to Ile (2005); the term "scheduling" as applied to the operation of a transport service is used to describe the way in which the deployment of vehicles and crews is planned to provide the service on a route or network of routes. Therefore, there is a need to establish the best standard on scheduling of bus terminal services.

14) Physical environment of service providers at Bus terminal are vital because they have an effect on health and costs. Allocation of good offices by considering the number of staff and cleaning of the business area is important.

It was also observed that, the bus terminals layout do not take into account the need for the physical facilities such as booking offices, passenger waiting rooms, toilets and refreshment facilities, office accommodation for supervisory staff and security requirements.

However, the extent of the facilities required does not meet the number of passengers arriving at and departing from the bus terminals and to, a lesser extent the number of travellers passing through these bus terminals, where they disembark to use facilities such as toilets and canteen or refreshment kiosks. It is high time now for the City Council and Urban Authorities to formulate a transport policy that would consider better physical environment

for bus terminal service providers which, would result in better performance and increase revenue for the City council and Urban Authorities.

- 15) It may be very important to establish a strong Bus terminal service provider association. These groups would act as pressure groups which can institute and influence government policy with regards to bus terminal services. As the formal groups, it is also possible to get help and support which may not be possible with the current situation. This has to be encouraged by the government because the activities of the associations would be regarded as an input into policy issue and as service quality improvement force.

## **6.5 Limitation of the study**

Within Tanzania, the issue of service quality at bus terminal has been of major concerns by Transport service regulators, Providers and Policy makers on abolishing complaints from Bus terminal users regarding unsatisfactory service quality. Some recommendations suggest that the government should take measures to improve quality of service and reduce or eliminate complaints from bus terminal users.

A few empirical studies have addressed on issues regarding bus terminal services, whose details were investigated as special case study in this research. Such details include service factors and passengers` satisfaction at bus terminals in Dar es Salaam and Morogoro regions.

This study did not cover many bus terminals of Tanzania. Instead, it concentrated on two bus terminal services relating to Dar es Salaam city and Morogoro municipality because the two bus terminals differ from each other in terms of population, geographical location, economics and development levels. Other reasons include time and financial constraints, which allowed the researcher to collect data in a period of 36 months (Appendix V).

The study analysed the relationship between quality services factors as measured by Reliability, Responsiveness, Assurance, Empathy and Tangibles, and road passengers' satisfaction at bus terminals in Tanzania, and these were limited to a sample of 45-60 passenger buses. In this respect, during data collection the sample from passengers travelling with less than 45 passenger buses were not considered because it was assumed that most of them travel for short distances and they could not require bus terminal services.

Furthermore, this research, covered few bus terminal facilities including Waiting rooms, Security/police posts, Loading/unloading bays, Telephone booths, Lost property rooms, Booking offices, Toilets, and Canteens. Therefore, the researcher's interviews and observation were directly aimed at obtaining information from these terminal facility services. The study was also confined to the data, information, and views from the Ministry of Infrastructure Development, Dar es Salaam city, Morogoro municipality, transit and inter-urban passengers and bus terminal service providers at Ubungu and Msamvu bus terminals.

The most experienced limitation was lack of responses from key informants from Ministry of Infrastructure Development, Dar es Salaam city and Morogoro municipality. Another limitation was insufficient feedback from bus terminal respondents to justify the observed physical environment, behavioural action related to activities and terminals' organisation climate.

## **6.6 Conclusion and future research areas**

It is highlighted in this study that there is existing gap of knowledge from the reviewed literature addressing bus terminal services. The empirical literature discussed supports the importance of carrying out this study in Tanzania. This study therefore, aimed to provide more insight on the dimensions of quality of service amongst travellers at Bus terminals with specific reference to Ubungu and Msamvu. The study intended to reveal the importance of the application of the service quality dimensions in service marketing. As discussed in the previous

chapters, the study indicates how these can influence the perceptions and expectations of customers towards service delivered at the Bus terminals.

To improve quality of service at bus terminals in Tanzania requires an important in the enforcement of existing regulations; not only on transport regulations but also on law and order in a wide sense. Furthermore, it calls for a strategy of coordinated measures to improve infrastructure, traffic management and network. Short-term steps include increasing road funding, controlling overcrowding, and strengthening vehicle inspections. Medium-term measures include rehabilitating roads and bus terminals, improving traffic management, setting and enforcing service standards (fares, schedules), developing a new route structure, and rationalising service through controlled competition. The long-term goals should be to consolidate gains in all these areas through a creation of a metropolitan transport authority with the jurisdiction over roadways and vehicles. The recommended steps to be undertaken includes effective sanctions against operator with no valid physical facilities, equipments, personnel, communication materials, revoking or suspending licenses as penalty for offenders.

Satisfaction refers to achieving the things we want. If satisfaction is interpreted as “not going wrong” the bus terminal service providers, the transport service regulators and the policy makers should address complaints of members of the public. In order to satisfy customers (Passengers), Bus terminals (service providers) should improve their services. In order to improve passenger’s satisfaction at bus terminals in urban areas of Dar es Salaam city and Morogoro municipality in particular, a change towards positive direction is inevitable. These changes would bring innovative mobility strategies and meet passenger’s satisfaction, which would subsequently improve the quality of living of the urban residents through improved mobility options. That needed change is a shifting from the present unorganised, uncoordinated, and unsatisfactory public transport system to a more organised, coordinated and satisfactory transportation system. In

this respect therefore, there is a need to have modern bus terminals that would fulfil current and future needs of travellers within urban areas.

It is expected that, this study would rouse other studies in other areas of transportation sector to contribute to the institutional development. Furthermore, it is believed that this study has made some contribution issues on transport service systems discipline in Tanzania. Despite this fact, the following were identified as future research areas in relation to this study:

- 1). Given that, there is no major improvement recorded regarding service provider and services at bus terminals which implies significant results, therefore, the research area requires further improvement and study.
- 2). This study has focused on one country from Less Developed Countries (The United Republic of Tanzania). The same study can be replicated in other Less Developed Countries in order to strengthen the methodology, and consolidate the results obtained in this study.
- 3). The Conceptual Model of this study can be extended to incorporate more variables to see the relationship between service provider and passengers' satisfaction at bus terminals.
- 4). The study can be extended to other areas of The United Republic of Tanzania by comparing relationships of service providers and passengers' satisfaction at bus terminals between regions. However, the replication of the study in Dar es Salaam and Morogoro regions over time can provide more information on how bus terminal service attributes change over time.

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## APPENDICES

### Appendix I: Questionnaires to transit-cum inter urban road passengers

The main objective of the research was to analyse the relationship between quality of service factors as measured by Reliability, Responsiveness, Assurance, Empathy and Tangibles and road passengers' satisfaction at bus terminals in Tanzania. The need of this study is for fulfilment of the requirements for the Degree of Doctor of Philosophy. I request you to participate and anything disclosed will be for academic purposes.

---

District.....Region.....  
..  
Bus terminal.....Route  
origin.....  
Destination.....Date  
.....

#### Instructions:

Please provide information to the following questions by putting a (✓) mark against a selected answer in the space provided. This information is for academic purpose and will be treated in confidence.

1. Name of respondent: .....
2. Age of respondent: .....
3. Sex: – Male/Female.....
4. Level of Education
  - (i) Primary education ( )
  - (ii) Secondary Education ( )
  - (iii) College Certificate ( )
  - (iv) Diploma ( )

- (v) First Degree ( )
- (vi) Masters Degree ( )
- (vii) PhD ( )
- (viii) Informal Education ( )
- (ix) None ( )

5. Marital Status:

- (i) Married ( )
- (ii) Single ( )
- (iii) Widowed ( )
- (iv) Divorced ( )

6. What is your occupation?

- (i) Agriculture ( )
- (ii) Live stock keeping ( )
- (iii) Business ( )
- (iv) Employed ( )

7. Please say whether the service providers/agents are able to perform the promised services very carefully or without errors by putting a check mark (✓) on the answer you think best reflects your opinion.

| S/ no | Answers                                   | Strongly agree | agree | uncertain | disagree | Strongly disagree |
|-------|-------------------------------------------|----------------|-------|-----------|----------|-------------------|
| (i)   | Waiting room service providers            |                |       |           |          |                   |
| (ii)  | Security/police station service providers |                |       |           |          |                   |
| (iii) | Loading/unloading bay service providers   |                |       |           |          |                   |
| (iv)  | Telephone booth service providers         |                |       |           |          |                   |
| (v)   | Lost property room service providers      |                |       |           |          |                   |
| (vi)  | Booking office service                    |                |       |           |          |                   |

|       |                                         |
|-------|-----------------------------------------|
|       | providers                               |
| (vii) | Toilet and canteen service<br>providers |

8. Please say whether the service providers/agents are willing to provide the provide services without delays by putting a check mark (√) on the answer you think best reflect your opinion.

| S/ no | Answers                                      | Strongly agree | agree | uncertain | disagree | Strongly disagree |
|-------|----------------------------------------------|----------------|-------|-----------|----------|-------------------|
| (i)   | Waiting room service<br>providers            |                |       |           |          |                   |
| (ii)  | Security/police station service<br>providers |                |       |           |          |                   |
| (iii) | Loading/unloading bay<br>service providers   |                |       |           |          |                   |
| (iv)  | Telephone booth service<br>providers         |                |       |           |          |                   |
| (v)   | Lost property room service<br>providers      |                |       |           |          |                   |
| (vi)  | Booking office service<br>providers          |                |       |           |          |                   |
| (vii) | Toilet and canteen service<br>providers      |                |       |           |          |                   |

9. Please say whether the service provider's employees have knowledge and polite behaviour and ability to convey trust and confidence to their customers by putting a check mark (√) on the answer you think best reflect your opinion.

| S/ no | Answers                                      | Strongly agree | agree | uncertain | disagree | Strongly disagree |
|-------|----------------------------------------------|----------------|-------|-----------|----------|-------------------|
| (i)   | Waiting room service<br>providers            |                |       |           |          |                   |
| (ii)  | Security/police station service<br>providers |                |       |           |          |                   |

|       |                                         |
|-------|-----------------------------------------|
| (iii) | Loading/unloading bay service providers |
| (iv)  | Telephone booth service providers       |
| (v)   | Lost property room service providers    |
| (vi)  | Booking office service providers        |
| (vii) | Toilet and canteen service providers    |

10. Please say whether the service provider's employees listen to every individual customer very carefully by putting a check mark (✓) on the answer you think best reflect your opinion.

| S/ no | Answers                                   | Strongly agree | agree | uncertain | disagree | Strongly disagree |
|-------|-------------------------------------------|----------------|-------|-----------|----------|-------------------|
| (i)   | Waiting room service providers            |                |       |           |          |                   |
| (ii)  | Security/police station service providers |                |       |           |          |                   |
| (iii) | Loading/unloading bay service providers   |                |       |           |          |                   |
| (iv)  | Telephone booth service providers         |                |       |           |          |                   |
| (v)   | Lost property room service providers      |                |       |           |          |                   |
| (vi)  | Booking office service providers          |                |       |           |          |                   |
| (vii) | Toilet and canteen service providers      |                |       |           |          |                   |

11. Please say whether the appearance of physical facilities, equipment, personnel and communication materials are conducive to the provision of expected service

quality by putting a check mark (✓) on the answer you think best reflect your opinion.

| S/ no | Answers                                   | Strongly agree | agree | uncertain | disagree | Strongly disagree |
|-------|-------------------------------------------|----------------|-------|-----------|----------|-------------------|
| (i)   | Waiting room service providers            |                |       |           |          |                   |
| (ii)  | Security/police station service providers |                |       |           |          |                   |
| (iii) | Loading/unloading bay service providers   |                |       |           |          |                   |
| (iv)  | Telephone booth service providers         |                |       |           |          |                   |
| (v)   | Lost property room service providers      |                |       |           |          |                   |
| (vi)  | Booking office service providers          |                |       |           |          |                   |
| (vii) | Toilet and canteen service providers      |                |       |           |          |                   |

12. What are your suggestions to improve the quality of services at bus terminals?

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## Appendix II: Interview to the road transport service regulators

The main objective of the research was to analyse the relationship between quality of service factors as measured by Reliability, Responsiveness, Assurance, Empathy and Tangibles and road passengers' satisfaction at bus terminals in Tanzania. The need of this study is for fulfilment of the requirements for the Degree of Doctor of Philosophy. I request you to participate and anything disclosed will be for academic purposes.

1. Do you think that the registered service providers have the employees who are trained and rewarded for developing error-free services?
2. Do you think that the registered service providers are willing to help customers and provide transport services without delays?
3. Do you think that the registered service provider's employees have the knowledge and polite behaviour and ability to convey trust and confidence to their customers?
4. Does registered service provider's employees listen to every individual customer very carefully?
5. Does registered service provider's physical facilities, personnel, and equipment and communication materials appearances conducive to produce satisfactory services to their customers?
6. How do you handle the complaints from Bus terminals customers?
7. Are the regulated rates and charges followed by the registered service providers at Bus terminals?
8. Do you think that the existing quality standards are satisfying customers at Bus terminals?
9. What are your suggestions to improve the quality of services at bus terminals?  
.....  
.....

**Appendix III: Interview to the transport service policy makers**

The main objective of the research was to analyse the relationship between quality of service factors as measured by Reliability, Responsiveness, Assurance, Empathy and Tangibles and road passengers' satisfaction at bus terminals in Tanzania. The need of this study is for fulfilment of the requirements for the Degree of Doctor of Philosophy. I request you to participate and anything disclosed will be for academic purposes.

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1. Do you think that your policies can enable the transport service regulators to register the service providers at Bus terminals who have employees who are trained and rewarded for developing error free services?
  
2. Do you think that your policies can enable the transport service regulators to register the service providers at Bus terminals who are willing to help customers and can provide services without delays?
  
3. Do you think that your policies can enable the transport service regulators to register the service providers at Bus terminals who have the knowledge and polite behaviour and ability to convey trust and confidence to their customers?
  
4. Do you think that your policies can enable the transport service regulators to register the service providers at Bus terminals who their employees can listen to every individual customer very carefully?
  
- 5 Does service provider's physical facilities, personnel, and equipment and communication materials appearances conducive to produce satisfactory services to their customers?
  
- 6 What are your suggestions to improve the quality of services at Bus terminals?

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## Appendix IV: An observation checklist

| (a) PHYSICAL ENVIRONMENT                                            |                                                                  |
|---------------------------------------------------------------------|------------------------------------------------------------------|
| (i) Booking offices                                                 | (xi) Terminal watch                                              |
| (ii) Waiting rooms                                                  | (xii) Dispensary/Pharmacy                                        |
| (iii) Security company offices and police stations                  | (xiii) Immigration offices                                       |
| (iv) Loading/Unloading bays                                         | (xiv) Filling stations                                           |
| (v) Booking offices                                                 | (xv) Public Address system                                       |
| (vi) Hotels, food vendors/canteens                                  | (xvi) Car wash                                                   |
| (vii) Toilets                                                       | (xvii) Garages                                                   |
| (viii) Shops                                                        | (xviii) Taxi bays                                                |
| (ix) Telephone booths                                               | (xix) Running ways                                               |
| (x) Post office                                                     |                                                                  |
| (b) BEHAVIORAL/ACTION RELATED TO ACTIVITIES                         |                                                                  |
| (i) Ticketing activities                                            | (vii) Arrival and departure of Buses-in terms of schedules.      |
| (ii) Reception and Inquiring activities                             | (viii) General parking system of Commercial and Private vehicles |
| (iii) Embarking/disembarking activities                             | (ix) Commercial vehicle quality standards                        |
| (iv) Enter and Exit activities                                      | (x) Security system                                              |
| (v) Terminals clearness                                             | (xi) Public Address system                                       |
| (vi) Terminals capacity in terms of vehicle and passenger occupancy |                                                                  |
| (c) TERMINALS ORGANISATION CLIMATE                                  |                                                                  |
| (i) City and Municipal Directors functions                          | (vi) Electrical Technicians functions                            |
| (ii) Terminal Manager's functions                                   | (vii) Civil Technicians functions                                |
| (iii) Terminal Engineers functions                                  | (viii) Security In charge functions                              |
| (iv) Office attendant functions                                     | (ix) City Health Inspector functions                             |
| (v) Personal Secretary functions                                    | (x) Driver's Associations functions if any                       |
|                                                                     | (xi) Bus Operators Associations functions if any.                |

## Appendix V: Time frame of the activities

| Activity                              | 2007       | 2008       | 2009       | 2010       | 2011       |
|---------------------------------------|------------|------------|------------|------------|------------|
| Research proposal development         | ██████████ |            |            |            |            |
| Literature Review                     | ██████████ | ██████████ | ██████████ | ██████████ | ██████████ |
| Proposal defence                      | ██████████ |            |            |            |            |
| Questionnaire development             |            | ██████████ |            |            |            |
| Fieldwork                             |            | ██████████ | ██████████ |            |            |
| Data analysis                         |            | ██████████ | ██████████ |            |            |
| Report writing                        |            | ██████████ | ██████████ | ██████████ | ██████████ |
| Conference Paper presentation (local) |            |            |            | ██████████ |            |
| First Draft                           |            |            | ██████████ | ██████████ |            |
| Viva voce defence                     |            |            |            | ██████████ |            |
| Submission Of Thesis                  |            |            |            |            | ██████████ |

Source: Study plan -2007

## Appendix VI: Proposed budget

| Descriptions                                                          | @ in TShs          | Total                |
|-----------------------------------------------------------------------|--------------------|----------------------|
| Research accommodation two semesters                                  | @TShs. 245,000.00  | 490,000.00           |
| Researcher meals allowances three years                               | @TShs.1,200,000.00 | 3,600,000.00         |
| Stationary Three years                                                | @ TShs. 70,000.00  | 210,000.00           |
| Subsistence allowance for Researcher and Asst. researcher three years |                    | 3,000,000.00         |
| Others e.g. transport, photocopying, typing, computer and printer     |                    | 3,605,000.00         |
| Dissertation production                                               |                    | 270,000.00           |
| <b>Total</b>                                                          |                    | <b>11,445,000.00</b> |

**Source:** Study calculations-2007

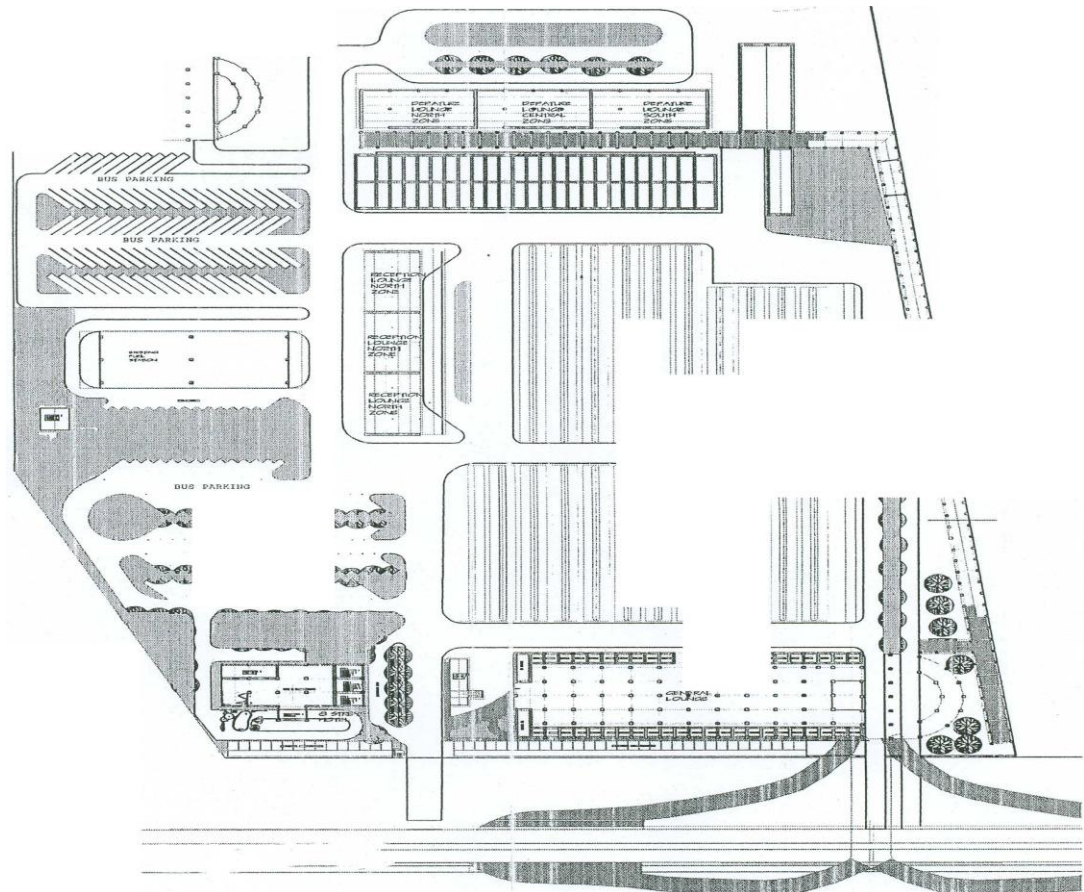
## Appendix VII: Study population

| ORGANISATION                                | CATEGORY             | NUMBER | SUB-TOTAL | TOTAL |
|---------------------------------------------|----------------------|--------|-----------|-------|
| Ministry of Infrastructure Development (HQ) | -Minister            | 1      |           |       |
|                                             | -Deputy Ministers    | 2      |           |       |
|                                             | -Permanent Secretary | 1      |           |       |
|                                             | -Directors           | 6      |           |       |
|                                             | -Assistant Directors | 10     |           |       |
|                                             | -Officers            | 223    |           |       |
|                                             | -Auxiliary staff     | 528    | 772       |       |
| SUMATRA (HQ)                                | -Director General    | 1      |           |       |
|                                             | -Directors           | 8      |           |       |
|                                             | -Managers            | 15     |           |       |
|                                             | -Officers            | 15     |           |       |
|                                             | -Auxiliary Staff     | 7      | 46        |       |
| Dar es Salaam City (HQ)                     | -City Director       | 1      |           |       |
|                                             | -Officers            | 127    |           |       |
|                                             | -City Engineers      | 10     |           |       |
|                                             | -Auxiliary Staff     | 378    | 516       |       |
| Morogoro municipality (HQ)                  | -Municipal Director  | 1      |           |       |
|                                             | -Officers            | 107    |           |       |
|                                             | -Municipal Engineers | 5      |           |       |
|                                             | -Auxiliary Staff     | 264    | 377       |       |
| Ubungu Bus                                  | -Terminal Manager    | 1      |           |       |

|                     |                                                                       |       |               |               |
|---------------------|-----------------------------------------------------------------------|-------|---------------|---------------|
| Terminal            | -Terminal Engineer                                                    | 1     |               |               |
|                     | -Officers                                                             | 8     |               |               |
|                     | -Auxiliary Staff                                                      | 1     |               |               |
|                     | -Travellers with Tickets                                              | 5,741 |               |               |
|                     | -Travellers (not bought Tickets)                                      | 5,530 |               |               |
|                     | -Tickets Agents                                                       | 456   |               |               |
|                     | -Other Terminal Service Providers                                     | 672   |               |               |
|                     | -People entering using Private Transport other than Commercial Buses. | 2,632 |               |               |
|                     | -People entering using Commercial Buses.                              | 3,804 |               |               |
|                     | -Others (including escorters and hoisters)                            | 7,541 | <b>26,387</b> |               |
| Msamvu Bus Terminal | -Terminal Manager                                                     | 1     |               |               |
|                     | -Terminal Engineer                                                    | 1     |               |               |
|                     | - Officers                                                            | 5     |               |               |
|                     | - Auxiliary Staff                                                     | 2     |               |               |
|                     | -Travellers with Tickets                                              | 2,000 |               |               |
|                     | -Travellers (not bought Tickets)                                      | 2,500 |               |               |
|                     | -Tickets Agents                                                       | 152   |               |               |
|                     | -Other Terminal Service Providers                                     | 224   |               |               |
|                     | -People entering using Private Transport other than Commercial Buses. | 1,311 |               |               |
|                     | -People entering using Commercial Buses.                              | 2,402 |               |               |
|                     | -Others (including escorters and hoisters)                            | 3,220 | <b>11,818</b> | <b>39,916</b> |

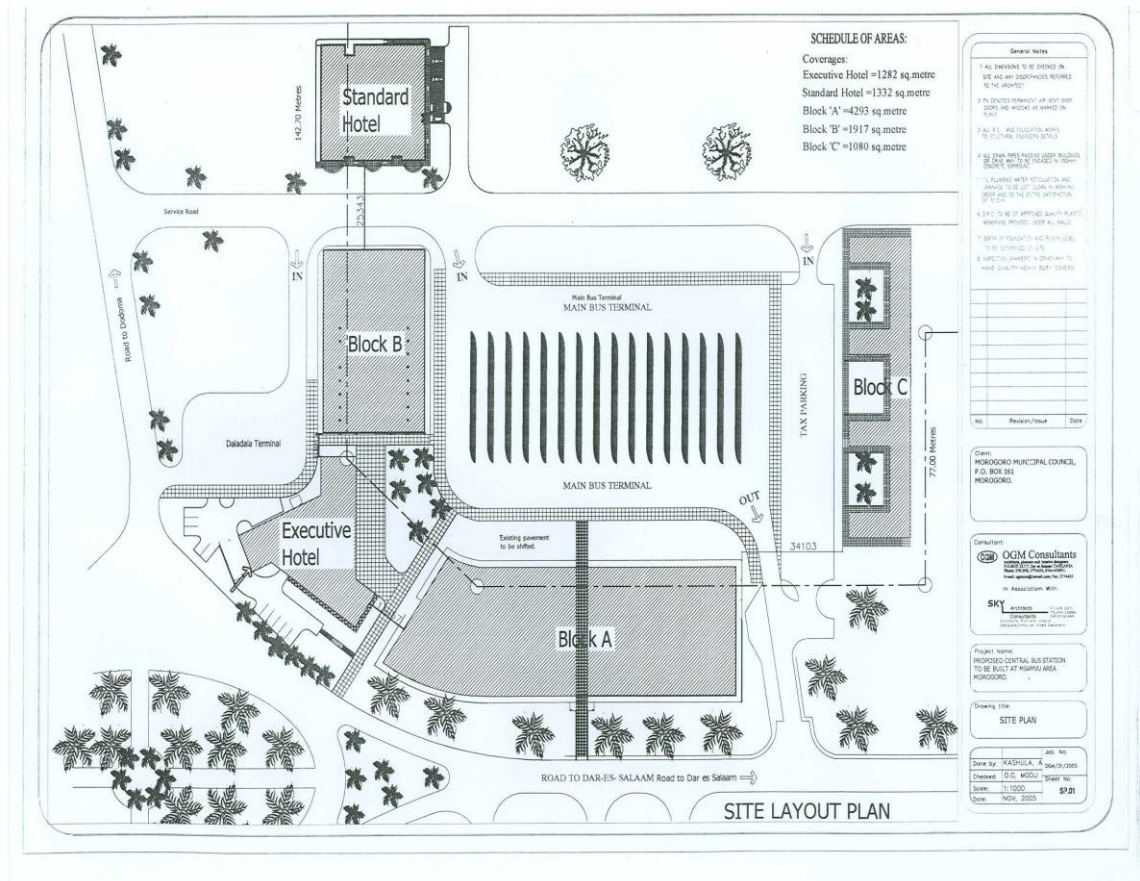
**Source:** Study pilot survey -2007

## Appendix VIII: Sketch map of Ubungo bus terminal



**Source:** Business plan Ubungo bus terminal

## Appendix IX: Sketch map of Msamvu bus terminal



**Source:** Plan for proposed Msamvu bus terminal (Morogoro municipal)