

**UNIVERSITY OF GHANA
COLLEGE OF HUMANITIES
UNIVERSITY OF GHANA BUSINESS SCHOOL**

**AN INVESTIGATION INTO CUSTOMER SATISFACTION IN THE LOCAL AIRLINE
INDUSTRY: A TOTAL QUALITY MANAGEMENT APPROACH.**

BY

MARK-PHILIP GAISON

(10551828)

**A THESIS SUBMITTED TO THE DEPARTMENT OF OPERATIONS AND
MANAGEMENT INFORMATION SYSTEMS, UNIVERSITY OF GHANA, IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF
PHILOSOPHY IN OPERATIONS MANAGEMENT**

JULY 2019

DECLARATION

This thesis was wholly done by me under supervision and is the result of an original research. It has never been submitted by anyone in any institution for any purpose. I am therefore solely responsible for any errors that may arise.



29/10/2020

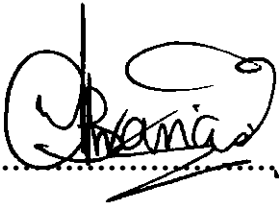
.....
MARK-PHILIP GAISON

DATE

(10551828)

CERTIFICATION

We certify that this thesis was supervised by us in accordance with the requirements established by the University of Ghana.



.....

DR FRANCIS YAW BANURO

(SUPERVISOR)

02/11/2020

DATE



.....

DR ANTHONY AFFUL-DADZIE

(CO-SUPERVISOR)

02/11/2020

DATE

DEDICATION

The thesis is dedicated to my lovely mother; Ms Hannah Amoah.

ACKNOWLEDGEMENT

I am grateful to Almighty God for His abundant grace throughout this study. I am deeply indebted to my hard working supervisor, Dr. Francis Yaw Banuro for the immerse support he gave me during my studies and particularly in the writing of this thesis. My indebtedness to him is incalculable. I also thank my co-supervisor, Dr. Anthony Afful-Dadzie for his constructive criticisms and insight during my studies. I am equally grateful to all the lecturers of the Department of Operations and Management Information Systems including Dr. Kwaku Ohene-Asare for the useful tools they gave to me which enabled me to complete this study. I thank my lovely wife Liticia Gaison who assisted me in various ways during the study.

My gratitude also extends to the management and staff of AWA and Starbow, who took time off their busy schedules to provide me with data for the study.

I wish to thank my lovely mother, Hannah Amoah for being by me before and during the study. I am very grateful to her. I want to say a big thank you to all those who also supported me in any way but for want of space I cannot mention their names here. I owe you a lot.

TABLE OF CONTENTS

DECLARATION	i
CERTIFICATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF EQUATIONS	x
LIST OF ABBREVIATIONS	xi
ABSTRACT	xii
CHAPTER ONE	1
1.0 INTRODUCTION	1
1.1: Background of the Study	1
1.2: Statement of the Problem	2
1.3: Research Objectives	6
1.4: Research Questions	6
1.5: Significance Of The Study	6
1.6: Literature Review	6
1.6.1 : Service Quality:	7
1.6.2 : Quality Dimensions Of services:	7
1.6.3 : Airline Service Quality	8
1.6.4 : Customer Satisfaction	8
1.6.5 : Contribution of the Airline Industry to the Economy of Ghana	9
1.7: Research Methodology	9
1.7.1 : Research Design and Approach	9
1.7.2 : Research Setting	10
1.7.3 : Research Population and Sampling Procedure	10
1.7.4 : Sample Size Determination	11

1.7.5: Research Data Analyses	11
1.7.6: Limitations of the Study	11
1.8: Chapter outline	12
CHAPTER TWO	13
CONTEXT OF THE STUDY	13
2.0: Introduction	13
2.1: Transportation	13
2.2: The Ghanaian Transportation Sector	13
2.3: Historical Background of the Airline Industry in Ghana	14
2.4: Operations of GCAA	15
2.5: Functions of GCAA	15
2.6: Brief History of Ghana Airport Company Limited	16
2.6.1: Airports in Ghana	16
2.6.2: Kotoka International Airport	17
2.6.1: Kumasi Airports	18
2.6.2: Tamale Airport	19
2.6.3: Takoradi Airport	19
2.6.4: Sunyani Airport	20
2.7: Developments in the Airline Industry in Ghana	20
2.8: The Domestic Airlines in Ghana	22
2.8.1: Starbow	22
2.8.2: Fly 540	23
2.8.3: Africa World Airline	23
CHAPTER THREE	25
LITERATURE REVIEW	25
3.1: Service	25
3.2: Service Quality	26
3.3: Determinants of Service Quality	29
3.3.1: Reliability	31
3.3.2: Responsiveness	31
3.3.3: Assurance	32

3.3.4 : Empathy	33
3.3.5 : Tangible.	34
3.4 : Measurements of Service Quality	37
3.4.1 : Gronroos Model	37
3.4.2 : Servqual Model	38
3.4.3 : Sevperf Model	39
3.4.4 : Airqual Model	40
3.4.5 : Customer Satisfaction Model	40
3.5 : Conceptual Framework	41
CHAPTER FOUR	44
METHODOLOGY	44
4.1 : Research Design and Approach	44
4.2 : Research Population	45
4.3 : Sources of Research Data	46
4.4 : Sample Size and Sampling Procedure	47
4.4.1 : Sample Size and Sampling Procedure for Heads of Human Resource Department	47
4.4.2 : Sample Size and Sampling Procedure for Cargo Airline Companies.	48
4.4.3 : Sample Size and Sampling Procedure for Employees of Functional Areas	48
4.4.4 : Sample Size and Sampling Procedure for Passengers	53
4.5 : Research Data Collection	54
4.6 : Research Data Analysis	56
4.6.1 : Descriptive statistics	57
4.6.2 : Customer Satisfaction Index	57
4.7 : Ethical Consideration	59
4.8 : Reliability of the Constructs	59
4.9 : Construct Validity	60
CHAPTER FIVE	61
DATA PRESENTATION AND ANALYSI	61
5.0 : Introduction	61
5.1 : Validity and Reliability Tests	61
5.2 : Responses from the human resource managers of (AWA and Starbow) and (Antrack and	

City link)	62
5.3 : Demographic Characteristics of Passengers	62
5.5 : Respondent characteristics of AWA and Starbows	66
5.5.1 : Respondents from the Air Hostess Department	66
5.5.2 : Respondents from Ticketing Department	70
5.5.3 : Respondents from Crew Members.	72
5.6 : Calculation of CSI for Starbow and AWA Airlines	75
5.6.1 : CSI Calculations for AWA Airline Company	75
CHAPTER SIX	82
DISCUSSION OF FINDINGS	82
6.0 : Introduction	82
6.1 : Service Quality Practice of AWA and Starbow.	82
6.2 : Customer Satisfaction in the Local Airline Industry.	85
6.2.1 : The Dimension of Reliability of the Local Airline.	85
6.2.2 : The Dimension of Responsiveness of the Local Airline.	86
6.2.3 : The Dimension of Assurance of the Local Airline.	88
6.2.4 : The Dimension of Empathy of the Local Airline.	90
6.2.5 : The Dimension of Tangible of the Local Airline.	92
CHAPTER SEVEN	94
SUMMARY, RECOMMENDATION AND CONCLUSION	94
7.0 : Introduction	94
7.1 : Summary	94
7.1.1 : Summary of findings Relevant to Objective One	94
7.1.2 : Summary of findings Relevant to Objective Two	95
7.2 : Recommendations	96
7.2.1 : Recommendation for Management of Starbow and AWA Airline Companies.	96
7.2.3 : Recommendation for Policy Makers in Public Transport Services	97
7.2.4 : Recommendation for Further Studies	98
7.3 : Conclusion	99
REFERENCES.	100

APPENDIX A	109
APPENDIX B	111
APPENDIX C	12318
APPENDIX D	1283
APPENDIX E	13328
APPENDIX F	133
APPENDIX G	138

LIST OF TABLES

Table 3.1: Condensed Determinants of Service Quality	30
Table 3.2: The determinants of service quality and its components	35
Table 4.1: Proportional Allocation of Sample Size in line with Functional Employee Population of each Company.	50
Table 4.2: Proportional Allocation of Sample Size in line with Starbow Airlines.	51
Table 4.3: Proportional Allocation of Sample Size in line with AWA Airlines.	52
Table 5.1: Respondents Demographic.	63
Table 5.2: Responses of air hostess department in delivering of information Services.	67
Table 5.3: Responses of ticketing staff on Access to Airline Services and Information.	71
Table 5.4: Responses of Crew members.	72
Table 5.5: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Reliability.	75
Table 5.6: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Assurance.	76

Table 5.7: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Tangible.	77
Table 5.8: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Empathy.	78
Table 5.9: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Responsiveness.	79
Table 5.10: Final Calculations of CSI on Service Quality Dimensions.	81

LIST OF FIGURES

Figure 1: Aircraft movement statistics - All Domestic Carriers (2007-2015)	4
Figure 2: Passenger Movement Statistics - All Domestic Carriers (2007-2015)	5
Figure 3: Customer Satisfaction Index	43

LIST OF EQUATIONS

Equation 1: Sample for infinite populations by Cochran (1977)	11
Equation 2: Formula by Thomsen, 1976)	49
Equation 3: Equation by Thomsen (1976)	511
Equation 4: Equation by Cochran (1977)	53
Equation 5	58
Equation 6	58
Equation 7	58
Equation 8	58

LIST OF ABBREVIATIONS

GACL	Ghana Airport Company Limited
GCAA	Ghana Civil Aviation Authority
KIA	Kotoka International Airport
IATA	International Air Transport Association
PNDC	Provisional National Defense Council
VOR	Very-high Omnidirectional Range
DME	Distance Measurement Equipment
AWA	Africa World Airlines
SPSS	Statistical Program for Social Science
BECE	Basic Education Certificate Examination
SSSCE	Senior Secondary School Certificate Examination
O"Level	Ordinary level
A"Level	Advance Level
MSLCE	Middle School Leaving Certificate Examination
TRNC	Turkish Republic of Northern Cyprus
ACSI	America Customer Satisfaction Index
FIR	Flight Information Region
GSS	Ghana Statistical Service
RFFS	Rescue and Fire Fighting Service
ACSI	America Customer Satisfaction

ABSTRACT

Air transportation plays a vital role in the socio-economic life of many people especially in the developing countries. The provision of air transport services in Ghana is done by AWA and STARBOW airline transport companies. This study set out to investigate customer satisfaction in the local airline industry using a total quality management approach. Using the customer satisfaction index, the study investigates customer satisfaction of the two airlines using the five dimensions of service quality. A key finding of this study is that the dimensions of service quality contribute significantly to the customer satisfaction in the local airline industry. It is revealed that both AWA and STARBOW airline transport companies seem to be on course in practicing the service quality dimensions in diverse ways. This study also discovered that the dimension of reliability is the highest contributor to customer satisfaction in the airline industry.

CHAPTER ONE

1.0 INTRODUCTION

This chapter begins with a background of the study. It continues with the problem statement, research objectives and research questions. The section then continues with the significance of the study, literature review, methodology, scope, limitation of the study and the chapter outline.

1.1 Background of the Study

History records that the transport system has exerted a profound effect on the development of travel from ancient times (Kaul, 1985). For example, in Roman Times, Pompeii and Herculaneum were popular retreats for the citizens of Rome escaping the capital's summer heat (Theobald, 1994). The movement of these early travelers from origin to destination was made possible by well-engineered road systems, organised road transport based on horse and cart teams, organised sea travel in the Mediterranean and a hospitality sector. In more recent times the development of the steam train followed later by the car and the plane has added to humanities' ability to undertake travel to even the remotest corner of the globe.

The airline industry plays an important role in the global economy. It is a vital component of the travel and tourism industry and remains essential to the conduct of international business (Tiernan et al., 2008).

The airline industry is known to be the major catalyst for the socio-economic development of emerging economies such as ours (Ghana), (GACL, 2012). Air transport allows for personal mobility and for the speedy movement of goods. It is a large global industry that carries millions of passengers a year. The air transport industry in Africa also shows a strong growth of 11.4% which has been sustained since 2007 (GACL, 2012).

Air transport has many benefits for any country and Ghana is no exception. The industry provides employment for people, generate revenue for governments and reduce the pressure on other means of transport such as road, rail and water. According to Hoyle (1988), airline transport is important in the local transport industry where road, rail and water transports are poor in most parts of Ghana.

The bad nature of road network coupled with the bad nature of roads in Ghana make travelling by road challenging. Because of the bad road network, and the bad roads there are always heavy traffic in major parts of the cities. This has made travelling by road through intercity very stressful and hectic, because a journey that could have taken you some few hours can take you the whole day. Ghana also has a poor railway system. Most of the railways are in bad shape and there are also few trains. This does not make the rail system a major option for travelling. Travelling by water in Ghana is also poor. These challenges in the various forms of transport in Ghana makes intercity air transport an important mode of travelling.

Customer satisfaction represents a measure of company performance according to customer needs (Hill et al. 2003). Customer satisfaction is becoming one of the most essential objectives which any firm seeking for long- term relationship with customer considers as the top priority. Customer satisfaction is described as the result of a comparison of the customers' expectations and his or her subsequent perceived performance of service quality (Herington & Weaven, 2009). A service is an activity or series of activities of more or less intangible nature. It normally, but necessarily, takes place in interactions between customers and service employees and/or physical resources or goods and /or systems of the service provider (Shahin, 2006). Total service quality is the ability of the organization to meet or exceed customer expectations (Parasuraman et al, 1985 and Ziethaml et al, 1996). The difference between expected service and perceived service is called a gap. Total service quality gap is defined as the difference between customer expectations and perceptions of service (Shahin and Samea, 2010). Total service quality gap can be negative, positive or zero. Customers measure service quality by comparing the actual performance of the firm with their own

expectations, shaped by experience, word of mouth communications, and/or memories (Tsoukatos and Mastrojianni, 2010). One of the main elements determining customer satisfaction is the customer's perception of service quality. In retail banking context where the contacts with customers are one of the most core business processes, customer satisfaction is becoming the key for success (Belas & Gabcova, 2014; Belas, Cipovova & Demjan, 2014; Chavan & Ahmad, 2013). In the airline industry, Saha and Theingi (2009) found a significant relationship between airline service quality and passenger satisfaction, meaning that the higher the perceived service quality, the higher was the passenger satisfaction (Lau et al., 2011). Han et al. (2008) confirmed the antecedent role of total service quality with respect to customer satisfaction in the airline industry and found out that service quality is an antecedent of customer satisfaction.

1.2 Statement of the Problem

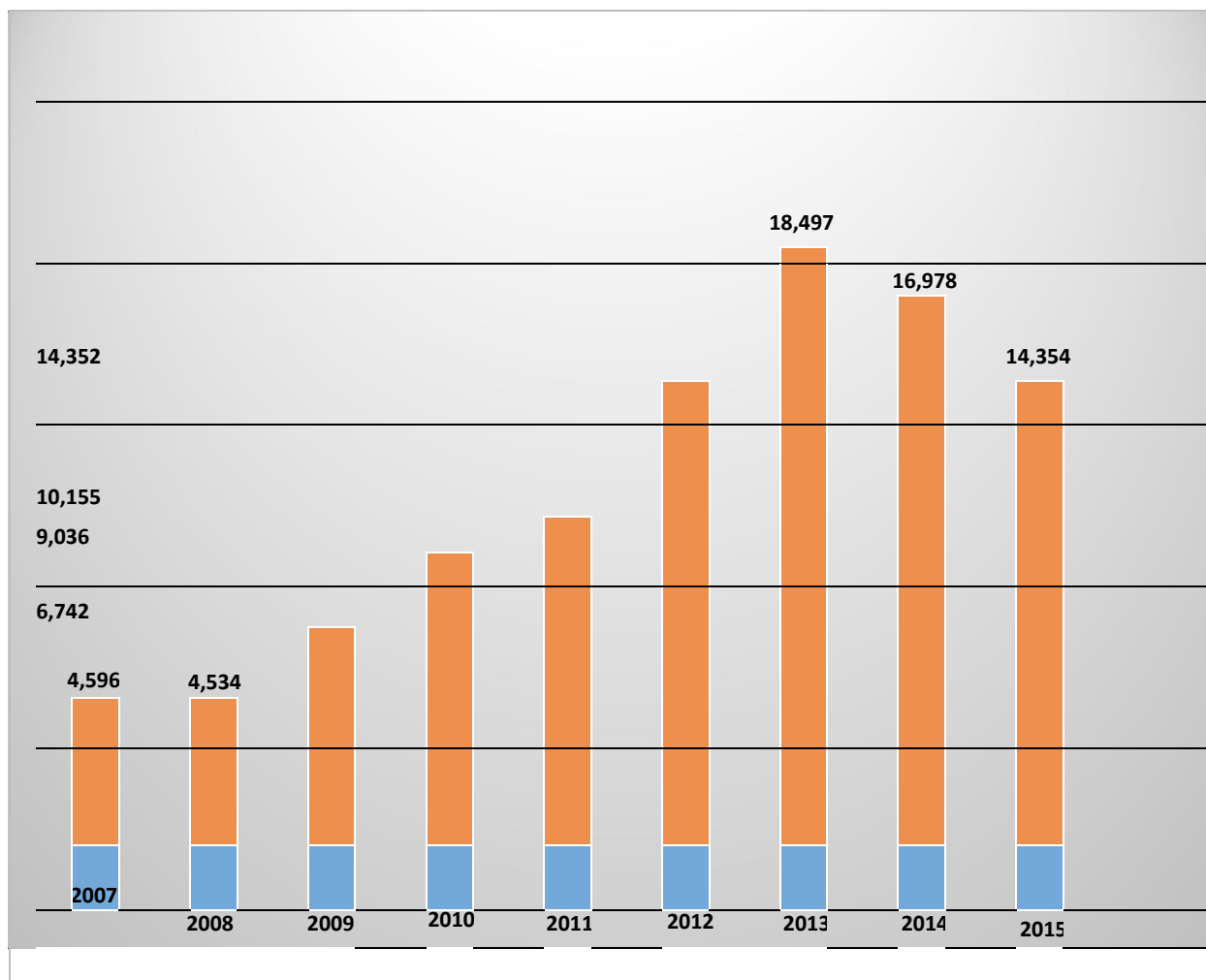
Notwithstanding the benefits and importance of the air transport industry, the growth rate in the domestic airlines in Ghana is stagnated recently (GACL 2014).

Apparently, because of the great contribution of airline transport to the economy of Ghana (GACL 2014), governments, both past and present, have much interest in the air transport development. The government of Ghana in June 2017, reduced the price of aviation fuel by 20% and that was to give a boost in their operations and to reduce cost in the aviation industries (www.gcaa.com). In 2017, the government has also set up a new ministry purposely for the aviation sector. Despite all these efforts, the domestic airline transport industry has been struggling since its inception (www.gcaa.com). In Ghana, Airline companies like West Africa airlines, West Africa Air Cargo, Transafrican Air Cargo, Southern Aviation, Pioneer

Air Charter Services, Phonenix Aviation, Muk Air Ghana, Johnson Air, Jason Air, Imperial Cargo Airlines which started domestic transport in the 1990s did not survive in the airline industry (www.airlineshistory.co.uk/Africa/Ghana/Airlines.asp). Then companies like Alfra Airlines, Alra Citylink, Aerogem Aviation, Air Link 2000 (Ghana AirlinK), Antrac Air Ghana, Ashanti Airline Aviation, CiTylink Airlines also started operating in the early 2000s but also could not survive (www.airlineshistory.co.uk/Africa/Ghana/Airlines.asp). These airlines companies operated for some years and ceased operation.

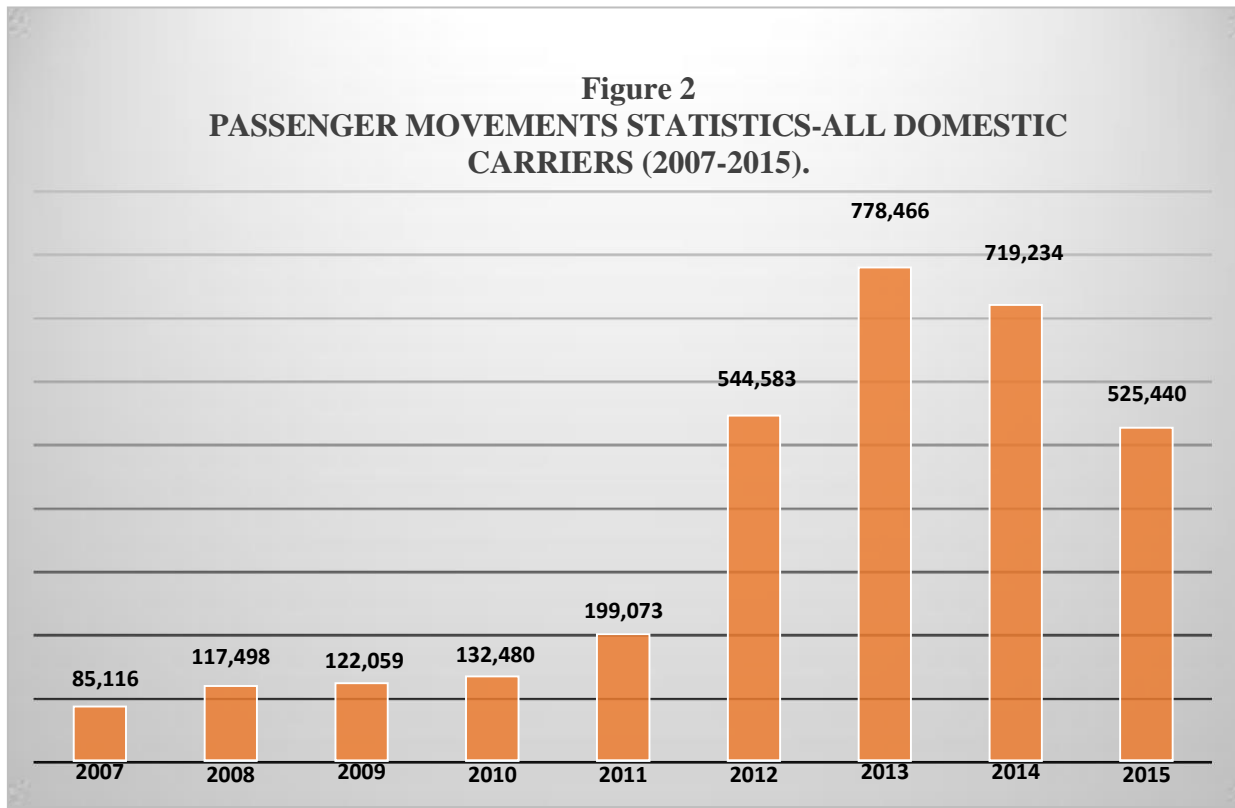
Currently the airline transport companies that operate in Ghana include; Starbow Airline, Africa World Airlines, Air Ghana, and Airlift International Ghana also started operating from 2008 airlifting and landing passengers and freight from various airports in both Ghana and Africa (www.airlineshistory.co.uk/Africa/Ghana/Airlines.asp). Figures 1 and 2 below show the patronage of domestic flights and the passenger movement from 2007 to 2015.

Figure 1: Aircraft movement statistics - All Domestic Carriers (2007-2015)



Source: www.gcaa.com.gh

Figure 2: Passenger Movement Statistics - All Domestic Carriers (2007-2015)



Source: www.gcaa.com.gh

In Figure 1 aircrafts movement shows that there was a steady increase in domestic flight from 4,596 in 2007 to 18,497 in 2013. From 2014 the domestic flight has seen some gradual decline from 16,987 in 2014 to 14,354 in 2015. The aircraft movement in domestic flight started reducing gradually from 2013 to 2015. Also passengers (customers) in the domestic airlines increased from 85,166 in 2007 to 778,466 in 2013. These figures started reducing in 2014 from 719,231 to 525,440 in 2015. This reduction in patronage in both the number of flights and passengers in the domestic airline from 2014 to 2015 needs to be investigated from the Total Quality Management perspective.

In the airline industry, Saha and Theingi (2009) found a significant relationship between airline service quality and passenger satisfaction, meaning that the higher the perceived service quality, the higher was the passenger satisfaction (Lau et al., 2011). Han et al. (2008) confirmed the antecedent role of total service quality with respect to customer satisfaction in the airline industry and found out that service quality is an

antecedent of customer satisfaction. The study wishes to establish whether Total Quality Management practices are being implemented by the two local airline companies in Ghana. The study also wishes to establish whether the practicing of Total Quality Management is leading to customer satisfaction.

1.3 Research Objectives

The research is guided by the following objectives:

1. To determine whether the two local airline companies in Ghana have total quality management system in place.
2. To investigate the relative service quality performance in relation to passengers of two airline companies using Customer Satisfaction Indexes (CSI) approach.

1.4 Research Questions

In order to achieve the set objectives, the research will answer the following questions:

1. What total quality system(s) is being practiced by two local airline companies in Ghana?
2. What is the relative service quality performance in relation to passengers of the two airline companies using CSI?

1.5 Significance Of The Study

This significance of the study is to inform and educate all stakeholders in the domestic airlines transport industry about the importance of customer satisfaction and the role that customer satisfaction plays to the survival of domestic airline transport industry. This will help stakeholders in airlines industry to formulate policies to help curb the decline in growth in the airline industry. It will also inform policy makers and regulatory authorities of the critical areas of concern in the airline transport industry in order to affect policy direction and enhance proper monitoring.

1.6 Research Methodology

This chapter presents the proposed research methodology that will be used for the study. The section will begin with an insight into the research design and approach that will be used for the study. It will then continue with a brief research setting, research population and sampling procedure and then data collection procedure. The chapter will then end with analysis of the research data.

1.6.1 Research Design and Approach

Quantitative approach will be used for this research. A quantitative research is defined as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables (Burns and Grove, 1993). A survey is used to collect original data for describing a population too large to observe directly (Mouton, 1996). A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit & Hungler, 1993).

In this study, data will be collected through self-administered questionnaire distributed personally to the subjects by the researcher. A descriptive survey will be used because it provides an accurate portrayal of a situation. This design has been chosen to meet the objectives of the study.

1.6.2 Research Setting

The study will be conducted at some selected airports across the country which include the Kotoka International Airport in Accra, Kumasi Airport, Takoradi Airport and Tamale Airport. These airports are the most frequently plied by the domestic airline transport companies.

1.6.3 Research Population and Sampling Procedure

A population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study (Burns and Grove, 1993). The study population will consist of all passengers who travel with the local airlines in Ghana, management of these airlines, air hostesses and some of the crew

members in the airline industry. Mouton (1996) defines a sample as elements selected with the intention of finding out something about the total population from which they are taken. A purposive sampling method will be used (see methodology). The target population will consist of all customers who board local airlines in Ghana for at least three times. This is an indefinite population because the number of customers who will patronage local airlines is not fixed. It differs from month to month and their number varies from time to time.

1.6.4 Sample Size Determination

Due to the infinite nature of the population size for the quantitative study, the appropriate sample was determined by employing a mathematical formula to determine an ideal sample size. The ideal sample for infinite populations as outlined by Cochran (1977) is given as

Equation 1: Sample for infinite populations by Cochran (1977)

$$n_o = \frac{Z^2 * p(1-p)}{e^2}$$

Where:

n_o is the sample size

Z is the two tailed area under the normal curve with $\alpha = 0.05$ and the z value is 1.96

e is the acceptable sampling error

$(1-p)$ is the estimate of the population variance.

A purposive sample of 400 respondents will be taken at the terminal of the various airports. These airports are Accra and Kumasi. Few questionnaires will also be taken to some of the companies who exist but are currently not operation in the airline industry again.

1.6.5 Research Data Analyses

The study will employ Customer Satisfaction Index technique to analyze data collected.

1.6.6 Limitations of the Study

The study is constrained by time frame in which the thesis must be completed therefore strict time guidelines will be followed so that it can be completed within one academic year. Secondly, the study is also constrained by finance since travelling to all the airports regularly will involve a huge sum of money therefore emails and telephone calls will be employed sometimes to save cost. Some of the respondents may not be willing to complete the questionnaire so I will constantly be reminding them through regular telephone calls, emails and WhatsApp messages.

1.7 Chapter outline

This study is organized into eight chapters:

Chapter one: This chapter gives a general background as well as an introductory remark for the study.

Chapter two: this chapter deals with the overview of the transport industry in Ghana.

Chapter three: This chapter provides literature review.

Chapter four: Chapter four gives the methodology for the research. It shall give justifications concerning the sampling procedures, data collection methods and the approach to the analysis of data.

Chapter five: This chapter presents details of analysis of the data that were collected.

Chapter six: This chapter gives detailed discussions of the results that have been presented in the previous chapter. The discussions are also made in line with the objective of the study.

Chapter seven: This chapter shall conclude the study. It provides a summary of the entire study and gives areas for further research.

CHAPTER TWO

CONTEXT OF THE STUDY

2.0 Introduction

This chapter examines the characteristics of the study airline industry. This would help the reader situate the study in a particular context that would aid understanding of the study area. This chapter also gives historical account of the transport industry and the airline industry in Ghana, developments and future prospects of the industry.

2.1 Transportation

Transportation can be seen as the provision of means of conveyance to the general public; excluding school buses, charter and sightseeing. Public transportation services are the ones used by millions of passengers all over the world on daily basis. In fact, it is hard to find a person who has never experienced public transportation in his home country or abroad (Mikhaylov, Gumanuk and Mikhaylova, 2015). The passenger transportation industry is a large contributor to economic value all over the world within various transportation branches such as airlines, maritime, and ground transportation (The European Commission Passenger Transport Statistics Report, 2012). Transportation enhances trade whereby a country's manufacturing, industrial, tourism and distribution needs are served.

2.2 The Ghanaian Transportation Sector

A vibrant, responsive, effective and efficient transport system will enhance Ghana's economic development and strategic role in the global economy. The evolution of the modern transport system in Ghana began during the colonial period. Road, rail, air and water networks are the major source of transportation in Ghana. Rail network in the country is very poor in Ghana. Most of the rail transport

networks in Ghana concentrated in the forest zones where cash crops and minerals are found. The railways linking these zones is in a poor condition. The rail network in the cities are also very poor. The water network in Ghana has not been developed. Currently there are few platoons on some of the rivers in Ghana transporting passengers and goods across the rivers. The water transportation is very poor. The road transport sector is one of the transportation sectors that links cities and town together in the Ghana. It is the most sued medium of transportation since it communities and cities together.

2.3 Historical Background of the Airline Industry in Ghana

Ghana was colonized by Britain and the development of the aviation sector in Ghana was spearheaded by the British colonial administration. The first time an airline was operated in Ghana was in the Second World War where the Kotoka International Airport was initially used as a military aerodrome by the Royal Air Force from Britain during the war but was handed over to civilian authority in 1946 following military pullout.

By January 1956 a development project was launched for the construction of a proper international airport for Accra which culminated in the commissioning of the first international airline known as Ghana Airways which started operation in March 1958 with Accra Airport as base. Due to the growth in passenger traffic a new passenger terminal was commissioned to take care of the growth. In the same year the Accra Airport was renamed Kotoka International Airport. Later in 1969 there was the promulgation of law known as PNDC law 151 which established Ghana Civil Aviation Authority as an autonomous entity. This was followed by the enactment of the Civil Aviation Act in 2004, Act 678. In line with this Act, there was a decoupling of Ghana Civil Aviation Authority into two separate entities namely Ghana Civil Aviation Authority and Ghana Airport Company Limited in January 2006 and by January 2007 the two entities came into being. The Ghana Civil Aviation Authority was mandated by the new Civil Aviation Law as the main regulatory agency of government on all issues pertaining to air

transportation in Ghana whilst the Ghana Airport Company Limited was mandated by the new law to manage and maintain airport infrastructure.

2.4 Operations of GCAA

As stated earlier in this chapter the GCAA was established by PNDC law 151 of May 16, 1986 as the regulatory agency of government on air transportation in Ghana. The development of GCAA dates back to 1918 when the idea of aerial transportation for the then Gold Coast was conceived. In 1930, the GCAA operated as a unit under the Public Works Department and later granted Departmental status in 1953 under the Ministry of Transport and Communications and remained a department until May 16, 1986 when it assumed full status of a corporate body under the Ministry.

In November 2004, a new civil aviation law, the Civil Aviation Act, 2004 (Act 678) was enacted. The law mandated the ceding of the airports management functions to the GCAA to the new company, the Ghana Airport Company Limited (GACL) which was set up for this purpose. The reason was to enable GCAA focus on its core regulatory and licensing role. Again, under the law the GCAA is also mandated to provide air navigation services. It is envisaged that with time Air Navigation Services Provider would also be separated from the regulator, GCAA after all the necessary regulations have been enacted.

2.5 Functions of GCAA

The role of the GCAA as stipulated in Section 3 of its enabling statute is to provide safe and secure air transport services through the following functions inter alia:

- ❖ Provision of air navigation services within the Accra Flight Information Region
- ❖ The regulation, promotion, development and enforcement of safe air transport operations and services
- ❖ The licensing of air transport and all personnel engaged in the air transport services

- ❖ The licensing of the provision of accommodation in aircraft and licensing and certification of aerodromes and navigational sites.
- ❖ The co-ordination of search and rescue services within the Accra FIR and taking security measures to safeguard air transport, life and property.

2.6 Brief History of Ghana Airport Company Limited

The Ghana Airports Company Limited (GACL) was established as a result of the decoupling of the existing Ghana Civil Aviation Authority (GCAA). The company was registered in January 2006 with the responsibility for planning, developing, managing and maintaining all airports and aerodromes in Ghana namely Kotoka International Airport (KIA) and the regional airports namely, Kumasi Tamale Sunyani and Takoradi as well as the many airstrips. The company commenced operations officially on 1st January 2007(GACL, 2012).

The GACL was tasked by the law establishing it to provide world class airport facilities and services to delight valued customers and to meet the expectations of stakeholders with innovative and cutting edge solutions provided by a well-trained and motivated staff and also to become the preferred global gateway and a leader in airport business. Currently GACL serves and manages a total of 35 scheduled passenger airlines including four domestic airlines and eight cargo airlines. There are also two charter airlines namely Air Ghana and Gianair. The table below gives information about the airlines operating scheduled flights in Ghana.

2.61 Airports in Ghana

There are seven regional airports under the supervision of GACL namely Kotoka, Kumasi, Tamale, Takoradi, Ho, Wa and Sunyani as well as airstrips under its jurisdiction. These airports however, have to be maintained in accordance with the regulations for continued certification for safety, security and

service standards. It is also necessary to position the domestic airports to accommodate the increase traffic as expected to be generated from rapid economic growth envisaged for the near future. Each of them is headed by a Manager and is responsible for the airport and terminal operations, ramp services and RFFS.

2.62 Kotoka International Airport

Ghana formerly called Gold Coast is located on the western coast of Africa, along the Gulf of Guinea and is bordered by Burkina Faso to the north, Togo to the East, Cote d'Ivoire to west and Atlantic ocean or the Gulf of Guinea to the south. Ghana covers a total landmass of approximately 238,540 sq km with a population of over 24 million people (GSS, 2010). The KIA occupies total land area of about 1610 acres (651 hectares) within the city of Accra and is about 10 kilometers from the city centre. The geographical reference point co-ordinates of KIA are 050 35" 47"" North Latitude by 0000 10" 12"" West Longitude. The elevation of the airport is 63.3 meters (205ft) above sea level and has a South- West and North- East runway measuring 3410 meters long (www.ghanaairports.com). It is important to note that KIA is located at the center of the universe that is on Equator (Latitude 00) or the Greenwich Meridian and this makes it easily accessible from any part of the world. KIA, the only international airport in Ghana presently is the first point of call for business executives as well as tourists. The KIA is regarded as the gateway to the sub-region and has become the most preferred and most favorite airport in West Africa. A number of major international airlines have opened new routes into Accra while some major existing airlines have increased their weekly frequencies. The terminals consist of domestic and international terminals; the international departure hall has 27 check-in counters to accommodate thirty five (35) scheduled airlines, the tarmac has the capacity for thirteen (17) parking bays. KIA also has a freight terminal, equipped with three parking bays to accommodate wide-body aircraft and is currently managed by one of the two ground handling companies known as Aviance. Ghana's Air

Traffic Control serves as the coordination centre of the Accra Flight Information Region (FIR) which also has jurisdiction over the air spaces (3658metres and above) of the Republic of Benin and Togo. Currently the airport is served by 35 scheduled passenger airlines including six cargo/ general aviation carriers and four domestic airlines.

3.6.1 Kumasi Airports

The Kumasi Airports was started in 1940 and was completed by 1943 but it was not until 1947 that the final documentation for land acquisition was completed and paid for. The runway was 1097.82 meters long by 37.36 wide, middle: 45.72 meters consolidated for landing and two flanking widths of 45.72 meters each for parking. After the Second World War, the PWD constructed a Control Tower, Terminal Building, RFFS Station and staff quarters which covered an area of about 3 acres for the department of civil aviation which is the body that manages the facilities. 1958/59 saw extensive developments by the Ghana government to the runway, navigational facilities and human resources, to enhance internal airline operations.

The installation of runway and taxiway lights and the extension of the main runway to the southern part in the late 1970s was yet another major improvement to the Kumasi Airport. Whilst the lights enhanced night flying, the extension of the runway enabled operations of short haul jets like the F8 (www.ghanaairports.com). The construction of a new Terminal and the installation of a VOR/DME completed the modernization process on the 1st of December 1993. By 2003 Kumasi was declared an International Airport primarily for regional operations with full complement of security, customs and immigration staff. The geographical coordinates of the Kumasi Airport is 06 43'' 09'' and W01 34'' 59''. It stands a distance of 3.5kilometres from the city of Kumasi and is North East from the city centre (www.ghanaairports.com). The surface of the runway is asphaltic and has runway dimension of 1981metres by 45metres and is 287metres (942ft) above sea level and operates throughout the year.

3.6.2 Tamale Airport

The Tamale Airport was constructed as a military operational base for troops during the World War II. The landing strips were acquired at Nyohene, some miles west of Tamale in December, 1940. By 1948, there was massive expansion of the airport to take care of airline operations. This culminated in the building of airline facilities with assistance from GCAA including Aerodrome Control Tower, Rescue and Fire Fighting Service (RFFS) and Air Traffic Control Offices for operational use (*www.ghanaairports.com*). The Tamale Airport is located in the city of Tamale with geographical coordinates of 09° 43' 00N and 00 52' W and a height of 168m (552ft) above sea level. The runway length is about 2438metres (8000ft) and 150ft width with a runway slope varying from both ends and is asphaltic (*www.ghanaairports.com*).

The Tamale Airport is earmarked to be developed into standard airport for international operations to serve as a hub for the sahelian region to support the industrialization drive of government and also to support eco-tourism in order to boost economic activity of the area and also to serve as an alternative to supplement KIA for handling international operations. The proposed rehabilitation of Tamale Airport will develop a high level infrastructure by optimizing existing levels of infrastructure that will leverage the integrated development of agriculture and tourism being the competitive sectors of the region to eventually catalyze industrialization and rapid socio-economic development of the savanna regions.

2.6.3 Takoradi Airport

The Takoradi Airport is a military base and is therefore currently under management of the Ghana Air force. Despite the fact that it is a military base, the facility is now being used for civil operations. Due the fact there is huge tourism potential in that part of the country, a massive capital investment in

transforming the Takoradi Air force base into a fully fledged international airport would be a step in the right direction. To this end, new terminal facilities for handling aircraft and passengers will have to be constructed for this purpose.

2.6.4 Sunyani Airport

Development of the Sunyani Airport dates back to the 1940s when a communication outpost and aerodrome was built for the use of Allied Forces during World War II. However, before the end of the war, the airstrip was abandoned.

In 1969, the Busia Government realizing the urgent need for an airport for Sunyani initiated the construction work of the airstrip into a complete airport of international standards. The airport was completed and opened on 13th July 1974. The Sunyani Airport is located in the city with geographical coordinates of 7 21' 33" N and 2 19' 45" W (www.ghanaairports.com). The airport has about 4600 meters runway length with an elevation of 1041ft above sea level. The Ho and Wa airport are currently under construction.

2.7 Developments in the Airline Industry in Ghana

The airline industry in Ghana has witnessed growth in passenger traffic in recent years. This is as a result of buoyant economic indices, rich cultural diversity and huge tourism potential of the country and more importantly the recent discovery of oil in commercial quantities in Ghana (GACL, 2012). Aircraft movement has also soared in recent years making Ghana a preferred destination and a major aviation hub in the sub-region. No wonder the domestic aviation sector has also witnessed a proliferation of airlines in recent years. This is mainly attributed to the deregulation and liberalization of the industry by the GCAA which opened up the industry to private industry players to take advantage of and also the

discovery of oil in commercial quantities in Ghana. This saw intense competition in the domestic sub-sector which resulted in price wars among the domestic airlines. This considerably brought prices down and the customer became the ultimate beneficiary. This meant that more people can afford to travel by air hence the boom in the domestic sector. Again, the airlines increased their daily schedules and they made it flexible to suit the needs and desires of passengers thereby making it convenient to travel by air. The aviation industry is known to be the major catalyst for the socio-economic development of emerging economies such as ours. In this regard, Ghana's aviation industry stands out as one of the fastest growing and perhaps most competitive in the West African sub-region. There are number of scheduled carriers flying in and out of Ghana and has doubled from 15 in the year 2000 to thirty (30) in 2011. Again, passenger throughput has improved from 900,000 in 2007 to over the projected figure of 1.7million by the end of the year 2011.

The prospects for Ghana's aviation industry look very impressive as there is high demand for increase of flight frequencies by the scheduled airlines servicing the airport owing to the open skies policy. There is also a high demand by new countries to initiate bilateral arrangements leading to commencement of flight operations into Ghana by designated carriers as a result of the production of oil in commercial quantities in Ghana. In light of this, aircraft movement annual total is projected to rise from 28,063 in 2010 to 36,510 in the year 2013. Directly related to this is the projected aggregate passenger growth from 1,428,424 in 2010 to 1,710,884 in 2013 representing an annual average growth rate of 30% and 20% respectively (GACL, 2012). There is therefore no doubt that the airline industry is playing a major role in the reported 20% expected growth of the national economy which is noted as the fastest growing economy in the world. In order to sustain this sterling performance there is the need for huge capital investment in airports development in Ghana. The main challenge however is funding infrastructure projects.

2.8 The Domestic Airlines in Ghana

The domestic aviation sub-sector in Ghana shows great prospects in airline operations and profitability on the back of the open skies policy and oil discovery in Ghana. There are currently four (4) passenger scheduled airlines flying Ghana's domestic airspace and airstrips and there are indications of more airlines to join. The four are Antrak Air, Starbow, Fly 540 and recently African World Airline (AWA).

2.8.1 Starbow

Starbow is a regional airline focusing on the West African market. Aero Surveys Limited a licensed airline company trading under the commercial name "Starbow" started domestic flights out of KIA in September 26, 2011 serving Kumasi twice daily, Tamale daily and Takoradi daily. Starbow plans to start regional operations in the nearest future. The company was originally founded in 2007 as Aero Surveys Limited and later rebranded as Air Shuttle. In 2011, the ownership of the airline changed which resulted in a further rebranding under the commercial name Starbow with regional flights in mind (*www.flystarbow.com*). With over 110 employees supporting guests from local international travelers, Starbow combines a highly intelligent corps of airline officials who provides a world-class outlook, best services and an upbeat travelling experience, Starbow seeks to win the hearts and minds of the West African region by opening the doors to regional and international trade and bringing people together.

The Starbow fleets consist of three BAe 146-300 and one BAe 146-200 jets aircraft. Starbow fleets especially the BAe 146-300 are known to have slender sizes with unique quality of handling, maneuverability and airfield access. Starbow adheres to the highest safety and operational standards with well trained and experienced pilots (*www.flystarbow.com*). With their FFP, Starbow aims at providing services that would benefit to their loyal customers. Starbow's international route commenced

in August 2012 with up to 5 times weekly service from Accra to Cotonou in Benin. The second international destination for the carrier is Abidjan in Ivory Coast operating 5 times weekly from Accra. However, all the international services were suspended in early 2013 due to poor performance.

2.8.2 Fly 540

Five Forty Aviation Ltd, trading as Fly 540, is a low-cost airline based in Nairobi, Kenya. Fly540 is said to be the world's number one destination for cheap flights within the African continent. Fly 540 started operations between Nairobi and Mombasa on November 24, 2006 (www.fly540africa.com). Fly 540 is specialized in cheap flights to Ghana and Angola using Ghana as the West African hub. Despite their lowest fare in Africa, Fly 540 does not compromise on their excellent customer service and safety record. The vision of Fly 540 is to consistently offer excellent customer service and safety in addition to providing great value on all African flights to Angola and Ghana. Fly 540 have also invested heavily in the acquisition of fleets of fuel efficient aircraft including the modern ATR turbo-prop as well as CRJ-100/200 jet aircraft. These aircraft use about 50% less fuel than other types of aircraft which helps us to keep our carbon footprint to an absolute minimum.

The airline endeavors to offer flight that are accessible to all leisure and business travelers and work hard to operate as efficiently as possible in order to allow the company to give the best prices on flights to African cities and destination throughout Ghana and Angola.

2.8.3 Africa World Airlines

Africa World Airline (AWA) was incorporated on November 15, 2010 and received its Air Carrier License from GCAA in March 2011 and is the newest kid on the block. Africa World Airline (AWA) newly registered private-sector company in Ghana formed with the sole vision of making air travel an

option for majority of travelers within the markets in which they operate was founded by Togbe Afede XIV, the chief of Asogli State and the CEO of SAS Finance Group. The shareholders include SAS Finance Group (Ghana), SSNIT (Ghana) (*www.flyafrieworld.com*), HNA Aviation Holding in China and China-African Development Fund (China). AWA took delivery of its first aircraft Embraer 145 on 30th August 2012 and the second on 13 September 2012. The airline has currently two new and modern ER 145LR jets for its domestic and regional operations. The route is structured to create a hub-and- spoke model centered upon Accra. This will allow a seamless one-change connection between multiple city pairs. AWA flies twice daily to Kumasi and daily to that of Takoradi and Tamale. Taking cognizance of the intense competition that has characterized the domestic aviation sub-sector, AWA entered the market with aggressive marketing strategies to capture the share of the customers. The considerable reduction in prices coupled with unparalleled customer service gave AWA a bright start and is doing pretty well. They also introduced a Frequent Flyer Program of a 50% discount on all flight within Africa.

CHAPTER THREE

LITERATURE REVIEW

3.0. Introduction

This chapter presents a review of relevant literature on service quality and the identified components of service quality. It begins with existing literature on service, service quality, and determinants of service quality. The chapter proceeds to review relevant literature on models used in measuring service quality and concludes with the conceptual framework of the study.

3.1 Service

Service provides solutions to customer needs or problems (Hinson 2004). A service is an activity or series of activities of more or less intangible nature. It normally, but necessarily, takes place in interactions between customers and service employees and/or physical resources or goods and /or systems of the service provider (Shahin, 2006). Johns (1999), sees service as an industry, a performance, an output, an offering or a process and it is defined differently in various service industries. There are differences in performing services which has brought about different service industries. These differences in service industry are based on the characteristics of services which include heterogeneity, perishability, and intangibility. A service is defined as an intangible process because customers can only measure its quality through their own subjective perception (Mackay and Crompton, 1988, Kandampully, 2002). Parasuraman et al (1985) and Teboul (1991) argue that a service cannot be stored (no inventory of services can be accumulated) and it has to be consumed immediately, that is, it is perishable. For a service, production and consumption cannot be separated. This makes a service inseparable. Services vary from time to time, from customer to customer and from producer to producer. Thus, consistency of service delivery is hard

to achieve and this makes a service heterogeneous (Zeithaml et al 1993). This means that a service must be well defined by the provider in terms of its characteristics in order to understand how service quality is perceived by consumers (Oyeobu et al, 2014).

3.2 Service Quality

Service quality is the ability of the organization to meet or exceed customer expectations (Parasuraman et al, 1985 and Zeithaml et al, 1996). Parasuraman et al, (1988) postulate that service quality can be defined as an overall judgement similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction. Service quality is perceived as the difference between customer expectations of service to be received and perceptions of what is actually received (Gronroos, 1984; Parasuraman et al 1988). The difference between expected service and perceived service is called a gap. Service quality gap is defined as the difference between customer expectations and perceptions of service (Shahin and Samea, 2010). Service quality gap can be negative, positive or zero. Customers measure service quality by comparing the actual performance of the firm with their own expectations, shaped by experience, word of mouth communications, and/or memories (Tsoukatos and Mastrojianni, 2010); this comparison is referred to 'as perceived service quality (Parasuraman et al., 1988).

Service quality is determine whether service perceptions meet, exceed or fall short of customer expectations (Bolton & Drew, 1991; Cronin & Taylor, 1992; Gronroos, 1983; Oliver, 1993; Parasuraman et al., 1985; Zeithaml et al., 1993). If customer expectations are greater than actual quality performance received, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs. Customers are satisfied when the perceived service meet or exceeds their expectations (Lewis and Mitchel, 1990; Levy and Weitz, 2005). It is important for airlines, to continuously and consistently

work at improving on their air service quality because in the words of Taylor & Baker (1994) service quality is described as a critical prerequisite for satisfying and retaining valued customers’.

Much of the literature suggests that airline passengers perceive service quality as a multi-dimensional construct, which is in accordance with the conception of service quality proposed by Parasuraman et al., (1988). Parasuraman et al, (1988) measures service quality in terms of five dimensions (reliability, assurance, tangibles, empathy, responsiveness) and this is based on the premise that customer’s assessments of overall service quality are determined by the “gap” between their expectations of service and their perceptions of actual service performance. In the context of the airline industry’s service quality, Zagat, an aviation research firm, rated airline service on the basis of five criteria namely; overall performance, comfort, service, food and web site (Rhoades, 2006). There are other secondary but important quality of service aspects that a consumer may consider in his/her ultimate choice of an airline. Such aspects include safety, comfort of the seat, in-flight amenities (e.g. food and beverages), attitude of the ground and flight crew, financial stability of the airline, on-time performance of the flight, assurance that bags arrive with the passengers, the perceived likelihood of being bumped from a flight, and frequent flyer programs may also be important evaluation criteria (Chan, 2000).

Consequently, a number of scholars have tried to propose models with dimensions of service quality that are specific to the airline industry. For example, a model presented by Gourdin (1988) categorised airline service quality into three aspects: price, safety and timeliness. Similarly, Ostrowski et al. (1993) looked at timeliness, food and beverage quality and comfort of seats in order to evaluate the service quality of airlines. Truitt and Haynes (1994) used the check-in process, timeliness, cleanliness of seats,

food and beverage quality and customer complaints handling as the dimensions for measuring service quality.

Park et al. (2005) also assessed airline service quality using three dimensions, namely reliability and customer service, convenience and accessibility, and in-flight service. Service quality and the degree of satisfaction derived from service quality is becoming the single most important differentiating factor in almost every service sub sector, (O'Neil and Palmer 2004).

Customer satisfaction represents a measure of company performance according to customer needs (Hill et al. 2003). Scholars view service quality as an antecedent of customer satisfaction (Parasuraman et al., 1985, 1988; Cronin and Taylor, 1992; Oliver, 1997; McDougall and Levesque, 2000; Amin et al., 2013). In the airline industry, Saha and Theingi (2009) found a significant relationship between airline service quality and passenger satisfaction, meaning that the higher the perceived service quality, the higher was the passenger satisfaction (Lau et al., 2011). Han et al. (2008) confirmed the antecedent role of service quality with respect to customer satisfaction in the airline industry and found out that service quality is an antecedent of customer satisfaction.

The results of some of the studies also showed that assurance dimension could be refer to customers' feeling of security and their trust on prices together with knowledge of airline staff. Reliability dimension also refers to punctuality, accuracy and low number of flight cancellations. Empathy dimension includes tenderness, caring and helpful airline staff who could sincerely display or give to their customers, during their work. All these dimensions had significant influence on consumers' satisfaction.

3.3 Determinants of Service Quality

Several scholars have tried to propose dimensions of service quality in relation to the airline industry. All these scholars derived their dimensions around Parasuraman et al dimension of service quality in terms of five dimensions. Parasuraman, Zeithaml and Berry (1985) first put forward ten determinants that may influence the appearance of a gap between service expectation and service perception. These are competence, courtesy, credibility, security, access, communication, knowing the customer, tangible, reliability and responsiveness.

- Tangibles - the physical evidence of the service, physical facilities, appearance of personnel, tools or equipment used to provide the service, other customers in the service facility eg flight type
- Reliability - consistency of performance and dependability;
- Responsiveness - willingness or readiness of staff to provide service;
- Competence - possession of the required skills and knowledge to perform the service by the contact personnel as well as operational support personnel;
- Access - approachability and ease of contact;
- Courtesy - politeness, respect, consideration, and friendliness of contact personnel;
- Communication - keeping customers informed in language they can understand;
- Credibility - trustworthiness, believability, and honesty;
- Security - the freedom from danger, risk, or doubt (physical safety and confidentiality);
- Understanding - making the effort to understand the customer's needs.

These ten dimensions were regrouped in the well-known five dimensions which include tangible, reliability, responsiveness, assurance, and empathy (Parasuraman, Zeithaml and Berry 1990)" as presented in the Table 3.1

Table 3.1: Condensed Determinants of Service Quality

DETERMINANT	EXPLANATION
Tangible	Physical facilities, equipment and appearance of personnel.
Reliability	Ability to perform the promised service dependably and accurately.
Responsiveness	Willingness to help customers and provide prompt service.
Assurance (including competence, courtesy, credibility and security)	Knowledge and courtesy of employees and their ability to inspire trust and confidence.
Empathy (including access, communication, Knowing the customer)	Caring and individualized attention that the firm provides to its customers

Source: Adopted and tabulated from (Shahin and Samea , 2010)

3.3.1 Reliability

Reliability is defined as „the ability to perform the promised service dependably and accurately“ or „delivering on its promises“ (Zeithaml et al., 2006,). This dimension is critical as all customers want to deal with firms that keep their promises and this is generally implicitly communicated to the firm’s customers. Prayag (2007) observed that reliability is very vital in achieving service quality and explains that reliability has the highest percentage of the variance in passengers’ ratings of satisfaction levels with airline service quality. Prayag (2007) concluded in his study that the service reliability which comes in the forms of dimension which refers to punctuality, accuracy and low number of flight cancellations had a higher predicting power. In the study of Ali et al (2016), they found out that the reliability is a stronger predictor of customer satisfaction in the airline industry. Similarly, Saha and Thiengi (2009) also stated that reliability, as a determinant of airline service quality, creates the greatest satisfaction.

3.3.2 Responsiveness

Responsiveness „is the willingness to help customers and provide prompt service“s (Zeithaml et al., 2006). This dimension is concerned with dealing with the customer’s requests, questions and complaints promptly and attentively. A firm is known to be responsive when it communicates to its customers how long it would take to get answers or have their problems dealt with. To be successful, companies need to look at responsiveness from the view point of the customer rather than the company’s perspective (Zeithaml et al., 2006). Prayag (2007) observed that responsiveness is also important in achieving service quality in the airline industry. He explains that responsiveness has a higher impact than empathy and tangibles in determining customer satisfaction levels in the airline service quality. Prayag (2007) concluded in his study that the service responsiveness is very important in achieving service quality in

the airline industries. In the study of Ali et al (2016), they found out that responsiveness is also a stronger predictor of customer satisfaction in the airline industry. Similarly, Saha and Thiengi (2009) also stated that responsiveness, as a determinant of airline service quality, also creates the great customers satisfaction among passengers.

3.3.3 Assurance

Assurance is defined as „the employees“ knowledge and courtesy and the service provider“s ability to inspire trust and confidence“ (Zeithaml et al., 2006). Assurance involves instilling confidence in customers and making them feel safe in their transactions. Assurance also means that having consistently courteous employees with the knowledge to answer customers“ questions. Assurance means having competent employees that possess the required skills and knowledge to perform the required service. Courtesy which is the consideration for the customer's property, clean and neat appearance of public contact personnel is a key component of assurance. Trustworthiness and security which include safety and confidentiality are also key components of assurance (Shahin and Samea, 2010).

Prayag (2007) concluded that assurance is very important in determining service quality and observed that assurance also has a higher percentage of the variance in passengers“ ratings of satisfaction levels with airline service quality. Prayag (2007) concluded in his study that the service assurance which comes in the forms of dimension which refers to punctuality, accuracy and low number of flight cancellations had a higher predicting power.

3.3.4 Empathy

Empathy is defined as the caring, individualized attention the firm provides its customer (Zeithaml et al., 2006). The customer is treated as if he is unique and special. There are several ways that empathy can be provided: knowing the customer's name, his preferences and his needs. Many small companies use this ability to provide customized services as a competitive advantage over the larger firms (Zeithaml et al., 2006). This dimension is also more suitable in industries where building relationships with customers ensures the firm's survival (Andaleeb & Conway 2006) Empathy may be important to ensure customer loyalty as the server knows how the customer likes his or her services being provided. Empathy can be demonstrated through showing concern in times of service failure and providing service recovery or going out of the way to meet a customer's special requirements. Empathy involves the provision of caring, individualized attention to customers: informing the customers in a language they can understand, understanding customer's specific needs, and having their best interests at heart. Attributes contained within this group are; commission rate, ease of office access, agent's friendliness and sales follow-up (Shahin and Samea, 2010). Research has also provided evidence for the influence of empathy on customer satisfaction (Cunningham et al., 2002; Prayag, 2007). Prayag (2007) stated that empathy significantly influences passengers' satisfaction with airline service quality. In the study of Ali et al (2016), they found out that empathy is a strong predictor of customer satisfaction. These findings support the results of previous studies, such as the work of Saha and Thiengi (2009), who observed that flight attendants and ground staff which also relates to empathy were significant contributors to customer satisfaction.

3.3.5 Tangible.

Tangible characteristics include the possession of modern equipment such as computers, visually appealing facilities and materials related to the service, employees with professional appearance, convenient operating hours and communication materials. Prayag (2007) observed that tangibility is the factor that explains a high percentage of the variance in passengers' ratings of satisfaction levels with airline service quality. However, in his study, service tangibles had a lower predicting power than empathy. In the study of Ali et al (2016), they found out that the tangibles are a strong predictor of customer satisfaction. Similarly, Saha and Thiengi (2009) also stated that tangibility, as a construct of airline service quality, creates satisfaction and fosters positive word-of-mouth.

A recent study conducted by Namukasa (2013) considered reliability, responsiveness and discounts as dimensions of pre-flight service quality, tangibles, courtesy, and language skills as dimensions of in-flight service quality and frequent flyer programs and timeliness as dimensions of post-flight service quality when assessing service quality in Uganda. Their findings indicated that pre-flight, in-flight and post-flight services had a significant effect on passenger satisfaction. Moreover, Wu and Cheng (2013) adopted a hierarchical structure and classified airline service quality into four primary dimensions, namely interaction quality, physical environment quality, outcome quality and access quality, with eleven sub-dimensions, namely conduct, expertise, problem-solving, cleanliness, comfort, tangibles, safety and security, waiting time, valence, information and convenience.

All these scholars derived their models by adopting Parasuraman et al. model of measurement of service quality in terms of five dimensions (reliability, assurance, tangibles, empathy and responsiveness). Also,

Nadiri, Hussain, Ekiz, and Erdogan (2008) found that when travelling aboard passengers expected to receive tangible comfort the most.

Table 3.2 shows the determinants of service quality and the components that constitute each determinant.

Table 3.2: The determinants of service quality and its components

DETERMINANTS	COMPONENTS
RELIABILITY	<p>punctuality, accuracy and low number of flight cancellations, accuracy of arrivals and departures time, frequency of departures, travel times, geographic accessibility, time accessibility</p> <p>frequency of services</p> <p>Source: Parasuraman, Zeithaml and Berry 1990</p>
ASSURANCE	<p>Answering customers' questions accurately and promptly, competence (possession of the required skills and knowledge to perform the service), courtesy (consideration for the customer's property, clean and neat appearance of public contact personnel), trustworthiness and security (safety and confidentiality), punctuality, accuracy and</p>

	<p>low number of flight cancellations had a higher predicting power.</p> <p>Source: Parasuraman, Zeithaml and Berry 1990</p>
<p>TANGIBLE</p>	<p>equipment such as computers, visually appealing facilities and materials related to the service, employees with professional appearance, convenient operating hours and communication materials, comfort, protection against weather, stop cleanliness, noise at the stop, vehicle cleanliness.</p> <p>Source: Parasuraman, Zeithaml and Berry 1990</p>
<p>EMPATHY</p>	<p>provision of caring, individualized attention to customers: informing the customers in a language they can understand, understanding customer's specific needs, and having their best interests at heart, commission rate, ease of office access, agent's friendliness and sales follow-up, tickets procurement, links to other transport systems.</p> <p>Source: Parasuraman, Zeithaml and Berry 1990</p>

RESPONSIVENESS	dealing with the customer's requests, questions and complaints promptly and attentively, Source: Parasuraman, Zeithaml and Berry 1990
----------------	--

Source: Author's own Construct, 2017

3.4 Measurements of Service Quality

Sasser et al. (1978) defined the factors that raise the level of service quality such as security, consistency, attitude, completeness, condition, availability, and training of service providers. Grönroos (1984) was the first to develop the service quality model and measured perceived service quality based on the test of qualitative methods.

3.4.1 Gronroos Model

The first conceptualization of service quality model for measuring service quality was formed by Gronroos (1984). Gronroos (1984) offered a service quality model with dimensions of technical quality (what consumer gets), functional quality (how consumer gets the service) and corporate image (how consumers perceive the firm and its services). The third dimension of service quality in this model is Corporate Image which is the customers' view of corporate or brand. The customers' expectation is influenced by their view of the firm and it is the result of how customers perceived firm services. Therefore, the image is built up by the technical quality and functional quality. There are other less important factors that can affect image such as: traditional marketing activities (i.e., advertising, pricing, and public relations), ideology, tradition, and word-of-mouth. It was the first attempt to introduce a real model for measuring perceived service quality.

The main problem with this model was the lack of explanation for measuring technical quality and functional quality. In the years after, Rust and Oliver (1994) extended this model by adding one more dimension that is service environment. The other two dimensions suggested by them were called service product (i.e., technical quality) and service delivery (i.e., functional quality) but they did not test their model. This model measure service quality in terms of the service corporate is providing to the expectation of the customer. When the expectations exceed what the company is providing, then there is

dissatisfaction. If the services provided meet or exceeds customer expectation then there is service quality.

3.4.2 Servqual Model

In terms of service quality measurement, Parasuraman et al. (1985) proposed a model with ten dimensions, including tangibles, reliability, responsiveness, understanding the customers, access, communication, credibility, security, competence and courtesy. This model was later modified by Parasuraman et al. (1988) and named the SERVQUAL scale, which included five dimensions: tangibles, reliability, responsiveness, assurance and empathy. The SERVQUAL scale has been widely applied by both academics and practitioners across industries in different countries (Ali et al., 2013; Wu and Ko, 2013). It provides a comprehensive measurement scale for perceived service quality and has practical implications (Amin et al., 2013; Parasuraman et al., 1994; Angur et al., 1999). This measures the gap between customer perception and expectation. When the expectations of the customer exceed the perceived service being provided after the measurement, then there is dissatisfaction. On the other hand, if the services provided meet or exceeds customer expectation then there is service quality.

While SERVQUAL has been widely adopted by scholars in the airline industry (Gilbert and Wong, 2003; Park et al., 2005), it has also been criticised, as it compares customers' expectations with customers' perceptions of the services received (Cronin and Taylor, 1992).

Wu and Ko (2013) also suggested that SERVQUAL provides a general guideline for service quality assessment in most of the service contexts; however, its factors ought to be examined and determined in relation to industry-specific issues. In this regard, Park et al., (2005) postulated that the particular issues pertaining to the airline industry (e.g., ticketing, luggage allowance, and on-board facilities) would be different from those of other service industries. Various researchers studying the airline industry

observed that in this industry, customers' expectations are shaped at the „moment-of-truth“ by the reservations department of the airline, telephone sales, ticketing, cabin crew, cabin services, baggage handling, flight schedules and others (Archana and Subha, 2012; Saha and Theingi, 2009; Nadiri et al., 2008; Ekiz et al 2006; Prayag, 2007), and Park et al. (2005) noted that the five-dimension twenty-two-item SERVQUAL scale is not applicable to the airline industry because it does not consider airline industry specific aspects of service quality.

3.4.3 Sevperf Model

Because of the huge criticism of the application of the SERVQUAL scale, several researchers have used another service quality measurement scale. Cronin and Taylor (1992) developed a model for measuring service quality which is known as SEVPERF. This model only considers customers' perceptions of service provider's performance to assess service quality (Cronin and Taylor, 1992s). They argued that SERVQUAL confounds satisfaction and attitude. They stated that service quality can be conceptualized as “similar to an attitude”, and can be operationalized by the adequacy-importance model. In particular, they maintained that Performance instead of “Performance-Expectation” determines service quality.

Service quality is evaluated by perceptions only without expectations and without importance weights attached to each dimension. This scale has proved to be a better tool to measure service quality in the airline industry, but it has also been criticised for assessing customer satisfaction related to a specific transaction (Ostrowski et al., 1993). The model has also been criticised of being too generic and failing to capture industry-specific dimensions underlying passengers' perceptions of quality in the airline industry (Cunningham et al., 2004). SEVPERF measures service quality just as SERVQUAL, when the expectations of the customer exceed the service being provided, then there is dissatisfaction. If the services that is provided meet or exceeds customer expectation then there is service quality.

3.4.4 Airqual Model

Given the wide criticisms of the above discussed models as a process-based assessment of service quality, a new measurement scale was developed by Bari et al. (2001) called AIRQUAL. This scale was used to measure airline service quality in The Turkish Republic of Northern Cyprus (TRNC). The main reason behind the development of AIRQUAL was that the existing scales of service quality were developed and evaluated in different countries and were not psychometrically eligible to measures of service quality in TRNC. The AIRQUAL model was essentially designed to quantify the importance customer place on the dimensions of service quality. AIRQUAL was important as many researchers argued that the dimensions and nature of the SERVQUAL construct may be industry specific (Nadiri et al., 2005; Nadiri et al., 2008). The measurement and the interpretation of AIRQUAL is also like SERVQUAL that measure expectations of a customer to the perceived service quality that is being provided.

3.4.5 Customer Satisfaction Model

A more direct measure for service quality evaluation is provided by an overall index, often called Customer Satisfaction Index (CSI) (Hill et al. 2003). The core of the CSI framework is encased within a system of cause and effect running from the antecedents of overall customer satisfaction - expectations, image, perceived quality and value to the consequences of overall customer satisfaction, customer loyalty, and customer complaints (Eboli and Mazzulla, 2009).

CSI represents a measure of service quality on the basis of the user and consumer perceptions on service aspects expressed in terms of importance rates (Eboli and Mazzulla, 2009). CSI model is aimed at quantifying customers' needs or expectation and comparing it with customers' satisfaction relative to their needs and expectations. CSI compares the important rates with user and consumer expectations

expressed in terms of satisfaction rates. CSI plugs the gap of SERVQUAL because it is based on judgments expressed according to a numerical scale (Hill et al. 2003). CSI is based on a simple procedure which allows the index to be easily calculated by transit operators (Eboli and Mazzulla, 2009). CSI represents a good measure of overall satisfaction because it summarizes the judgments expressed by users about various service attributes in a single score. The more accurate the selection of the attributes, the more accurate the measure of the overall satisfaction. For this reason, the selected attributes should describe the service aspects exhaustively.

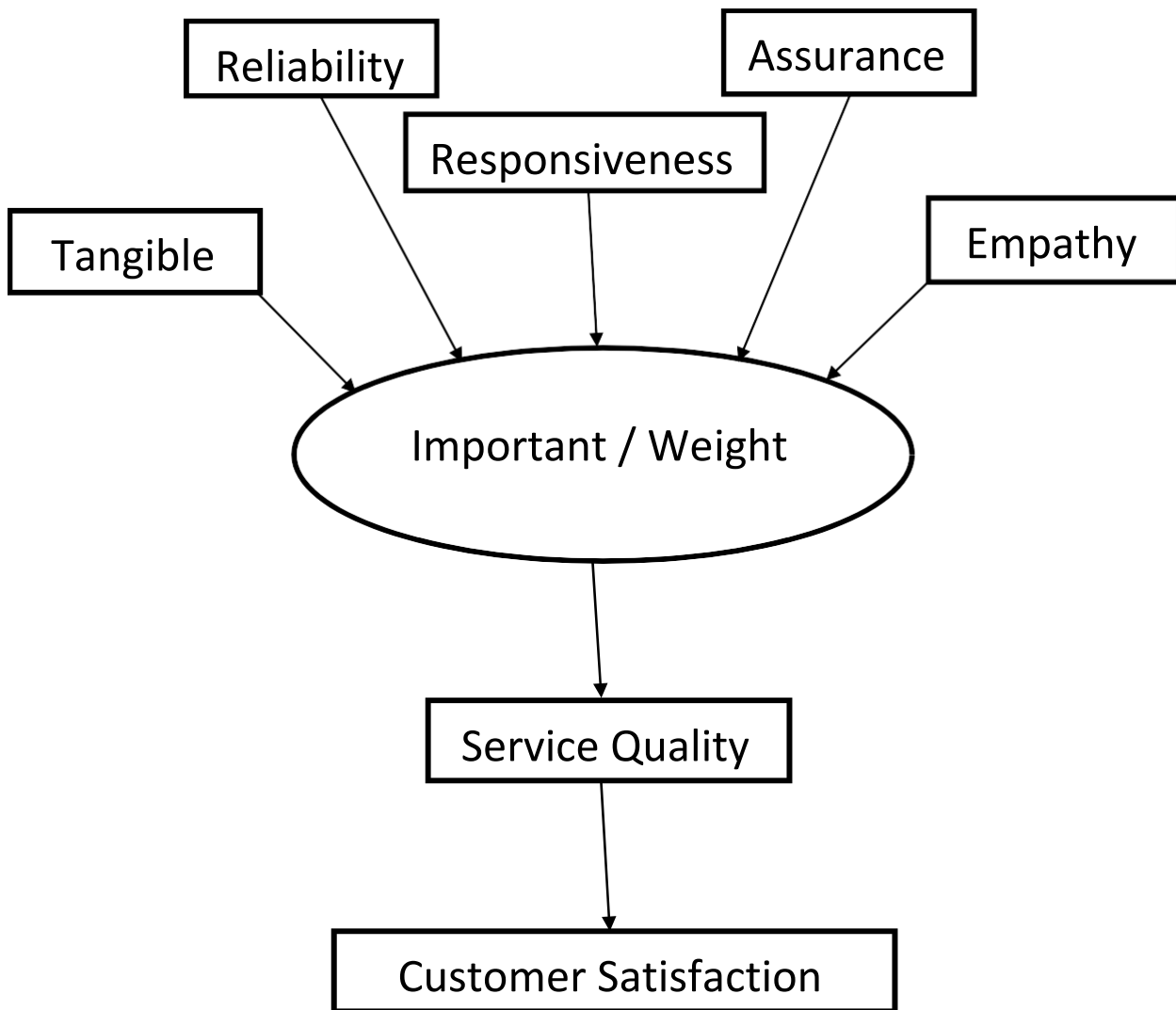
The CSI model consists of a number of latent factors, each of which is operationalized by multiple indicators. The obvious strength of this approach is that it moves beyond the immediate consumption experience and facilitates the study of the causes and consequences of consumer satisfaction. In fact, the primary objective of this structural approach is to explain customer loyalty. Customer satisfaction index is also called the voice of the customer. Different countries have developed different approaches in the calculation of the customer satisfaction index. An example is the America Customer Satisfaction Index (ACSI). However, in all these approaches, importance and weight are attached to all the dimensions of quality service. The average scores are then calculated to find their index.

3.5 Conceptual Framework

Some of the most influential models in the service management literature focus on the concept of service quality gap. Service quality gap is defined as the difference between customer expectations and perceptions of service (Shahin and Samea, 2010). Indeed, the conceptualization of service quality, its relationship to customer satisfaction and methods for measuring and operationalizing the concept has been at the center of service literature debate for some decades now. Several conceptual models have

been developed by different researchers for measuring service quality (Shahin and Samea, 2010). It is envisaged that conceptual models in service quality will enable management to identify quality problems and thus help in planning for the launch of a quality improvement program, thereby improving the efficiency, profitability and overall performance (Seth and Deshmukh, 2005). Figure 3.1 shows the relationship between service quality and customer satisfaction index. This study therefore employs CSI technique to measure the service quality performance of the local airline companies in Ghana.

Figure 3: Conceptual Framework



Source: Author's Construct, 2019

CHAPTER FOUR

METHODOLOGY

1.0 Introduction

This chapter presents the methodology of the study and it is divided into seven major sections. It starts with Section 4.1 which details the research design and approach that is used for this study. It continues with Section 4.2 which describes the research population. Section 4.3 gives an insight into the sources of data that the researcher uses in conducting this research. Section 4.4 describes the appropriate sample size and the sampling procedure involved in the research. The mode of this research data collection is discussed in Section 4.5. The chapter continues with Section 4.6 which gives detailed discussions on the research data analysis. Section 4.7 concludes the chapter with ethical consideration for the research.

4.1 Research Design and Approach

Research design refers to the framework or the blueprint used for collecting, measuring and analysing data (Cooper & Schinder, 2001). It also talks about the procedure for data collection and analysis in order to reveal theoretical perspectives of the study. The main reason for the research design is to structure the research to answer research problems as accurately, clearly and unequivocally as possible (McGivern, 2006). The use of research design is to ensure that the objectivity of the research can be assured (Guy et al., 1987). Research design can be categorized into cross-sectional, longitudinal and case study. This study will employ the cross-sectional research design. Cross-sectional research design entails studying to provide snapshot of characteristics and relationship at a point in time (De Vaus, 1993). Additionally, cross-sectional study ensures a relatively quick and easy completion of a study (Sedgwick, 2014). Cross-sectional design is therefore suitable for this study because of the limited time available. The cross-sectional approach will be employed because the study is being conducted on within a specific period.

By adopting a cross-sectional design, the researcher will be able to ascertain the level of quality service performance in the local airline industry looks like.

There are three main approaches to research namely the qualitative, quantitative and the mixed method approaches. Qualitative data comes in the form of impressions, text, symbols and images (Neuman, 2007). Qualitative research usually explores a phenomenon using in-depth interviews, focus group discussions as well as direct observation of events. The purpose of the qualitative research is mainly to verify or test existing theories or prior research findings. A quantitative research is defined as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables (Burns and Grove, 1993). Quantitative research instruments are mainly structured questionnaires, surveys and secondary data and the formats of questions are generally closed ended. Mixed methods research involve collecting both qualitative and quantitative data in the response to the research questions. This study will use the quantitative approach. The main reason in the selection of the quantitative approach is to achieve the objectives of the study. Since the intention of the researcher is to analyze the data using statistical procedures, the quantitative approach is seen to be most appropriate for the study.

4.2 Research Population

A population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study (Burns and Grove, 1993). The population for this study is divided into four categories. The first population will consist of all employees of the functional areas of airline companies such as ticketing and crew members (air hostesses and pilots) of the two operating local airline companies in Ghana. This population is expected to assist the researcher to ascertain the differences in the operations of the two airline companies. This population will further assist the researcher to establish the difference

in awareness and the level of adoptions of service quality dimensions by these two companies. This population is finite.

The second and third populations are the heads of the Human resource departments of the two airlines carrying passengers (AWA and Starbow) and the two aircrafts that now carry cargo (Antrack and Citylink Airlines). This will help the researcher establish the important role service quality plays in delivery of their services.

The final population will consist of all passengers who board local airlines in Ghana for at least three times. This is an infinite population because the number of customers who will patronise local airlines is not fixed. It differs from month to month and their number varies from time to time.

The study will be conducted at some selected airports across the country which are the Kotoka International Airport in Accra and Kumasi International Airport. These airports are the most frequently plied by the local airline transport companies.

4.3 Sources of Research Data

Data can be categorized into two main forms namely, primary and secondary data. The study will largely rely on primary source of data. The data will be obtained from the heads of Human Resource Departments of the two companies, employees of the functional areas and passengers who will respond to questions relevant to the study. The primary data for micro level analysis will be obtained through direct personal interviews and self-administered questionnaire. Where necessary, secondary data from the websites of the airline companies used for the study and journals will be used as additional information to augment what has been obtained and to put the study in the right perspective.

4.4 Sample Size and Sampling Procedure

Mouton (1996) defines a sample as elements selected with the intention of finding out something about the total population from which they are taken. A 95% confidence level will be used in the determination of all sample sizes in this study.

This is a departure from commonly used confidence levels of 90% and 99% that are used in some studies. This confidence level is chosen because a 90% confidence level will lead to a narrow confidence interval and hence small sample size which may comparatively not be representative enough of the population under study. On the other hand, a confidence level of 99% will result in a wider confidence interval leading to a very large sample size which may provide a comparatively very good representation of the population. This very large sample size will be difficult for the researcher to handle in line with the limited time available for the study.

A confidence level of 95% (with 5% margin of error) is the best for the study under the circumstance. This interval will result in a moderate confidence interval and a sample size which is neither too small (comparatively unrepresentative sample) nor too large (difficult to deal with within the limited time of the research), but fairly represent the population. 95% (5% margin of error) is also the default confidence level in most data analysis software.

4.4.1 Sample Size and Sampling Procedure for Cargo Airline Companies.

The Heads of Human Resource Departments from two airline companies which were formally operating passenger local airline but now are into cargo will be used. These companies are chosen because they are readily accessible to the researcher. These airline companies are Antrac Airline and City Link and the sampling technique to be used is the purposeful sampling.

4.4.2 Sample Size and Sampling Procedure for Employees of Functional Areas

The population of all employees in the three functional areas of ticketing, crew and air hostess is a finite one. Therefore, the sample size of all employees in the three functional areas for the study will be determined using Krejcie and Morgon (1970) formula for determining sample size of a finite population; appendix 1 shows an example of the Krejcie and Morgon table. An enquiry at the two airline companies under study reveal that Starbow Airline has eighty-eight (88) functional employees that is made up of forty-eight (48) crew members, eighteen (18) air hostess and twenty-two (22) ticketing personnel. AWA also has one hundred and nineteen (119) functional employees made up of fifty-seven (57) crew members, twenty-three (23) air hostess and thirty-nine (39) ticketing personnel. These bring the total population of functional employees to two hundred and seven (207) for both companies. Therefore, with the specified (assumed) margin of error of 0.05 and confidence level 95% the sample size for functional employees is obtained from Krejcie and Morgon table as one hundred and thirty-six (136) (see appendix A)

Thus, the acceptable sample for the population of employees in the three functional areas of the two companies is one hundred and thirty-six respondents. Convenience sampling techniques will be employed in the selection of the sample. This is because all the employees will be able to respond to the questionnaire and provide the necessary information for this study.

Proportional allocation method will be used to obtain the sample size to be taken from each of the population of employees from the two companies. This is done in order to ensure that the sample from each company is comparatively proportionate to the population size. It is done using the formula by (Thomsen, 1976);

Equation 2: Formula by Thomsen, 1976)

$$n_i = \frac{N_i}{N} * n \dots \dots \dots (1)$$

where;

S_{ni} = the sample size to be taken from the company i.

N_i = the population of company i.

N = total population being considered (combined population of the companies = 207)

n = the sample size required from the population = 136.

Table 4.1: Proportional Allocation of Sample Size in line with Functional Employee Population of each Company.

Company	Population of Functional Employees (N_i)	Proportion ($\frac{N_i}{N}$)	Sample size (n_i)
Stawbow:	88	0.4250	58
AWA	119	0.5750	78
Total	207	1	136

Source: Author's Construct (2019).

From the analyses in Table 4.1, out of the total population of 207 functional employees of the two companies, a sample size of 136 will be obtained to represent the population. Of this sample, fifty-eight (58) respondents will be conveniently selected from Starbow and seventy-eight (78) also conveniently

selected from AWA.

Proportional allocation method will be used to obtain the sample size to be taken from each of the functional department. This is done in order to ensure that the sample from each functional department is comparatively proportionate to the sample size. This is done using the formula by (Thomsen, 1976);

Equation 3: Equation by Thomsen (1976)

$$n_i = \frac{N_i * n}{N}$$

Where;

n_i = the sample size to be taken from each department from company i

N_i = the sample of company i

N = total sample being considered (combined sample of the two companies) = 136.

n = the sample size required from the total sample

Table 2.2: Proportional Allocation of Sample Size in line with Starbow Airline.

Starbow	Population of Functional Employees (N_i)	Proportion (ϕ)	Sample size (n_i)
Crew Members	18	0.2045	12
Air Hostess	48	0.5455	32
Ticketing Personnel	22	0.2500	14
Total	88	1	58

Source: Author's Construct (2019).

From the analyses in Table 4.2, out of the total of eighty-eight (88) functional employees of Starbow Airlines, thirty-two (32) will be taken from air hostess. Twelve (12) and fourteen (14) will also be selected from crew members and ticketing personnel respectively. Samples will be conveniently selected from each functional department since all employees will be able to provide the required information.

Table 4.3: Proportional Allocation of Sample Size in line with AWA Airline.

AWA	Population of Functional Employees (N_i)	Proportion ($\frac{N_i}{N}$)	Sample size (n_i)
Crew Members	57	0.4790	37
Air Hostess	23	0.1933	15
Ticketing Personnel	39	0.3277	26
Total	119	1	78

Source: Author's Construct (2019).

From the analyses in Table 4.3, out of the total of one hundred and nineteen (119) functional employees of AWA, thirty-seven (37) will be taken from crew members. Fifteen (15) and twenty-six (26) samples will also be selected from air hostess and ticketing personnel respectively. Samples will be conveniently selected from each functional department since all employees will be able to provide the required information.

4.4.3 Sample Size and Sampling Procedure for Passengers

The population of passengers is infinite. Due to the infinite nature of the population size for the quantitative study, the appropriate sample was determined by employing a mathematical formula to determine an ideal sample size. The ideal sample for infinite populations as outlined by Cochran (1977) is given as

Equation 4: Equation by Cochran (1977)

$$n_o = \frac{Z^2 * p(1-p)}{e^2} \dots\dots\dots (2)$$

Where:

n_o = sample size.

Z = two tailed areas under the normal curve, where $\alpha = 0.05$. Hence $Z_{0.025} = 1.96$

p = estimate for the population. Since the population is infinite, no prior estimate is available so the convention is to assume $p = 0.5$.

e = the specified (assumed) margin of error = 0.05.

Given these values and an acceptable sampling error of 5% and a p-value of 0.5, the sample size was determined as:

$$n_o = \frac{1.96^2 * 0.5(1-0.5)}{0.05^2} = 384$$

This gives the acceptable sample size to be approximately 384. A purposive sample of 384 respondents will be taken because the researcher will be focusing on passengers who have used local airlines three or more times only. Samples will be taken at the terminal of the various airports (Kotoka, Kumasi, Sunyani Takoradi and Tamale) such that each company (Starbow and AWA) would have a representation of at least 45% of the sample size in question. This sample will consist of passengers that have used the local airline service for at least three times and are willing to respond to the questionnaire.

The researcher and/or his team of assistants will personally visit both terminals (arrival and departure) after obtaining approval from management to administer the questionnaire. Questionnaire will be administered to passengers of the local airline. These respondents will provide a good representation of the level of customer satisfaction. Data collection will be done between March and April 2017

4.5 Research Data Collection

The choice of the research instruments for the study is influence by the research objectives and problems. The limitations of the study were also considered. Questionnaire and interviews will be employed as data collection instruments.

A questionnaire is a printed self-report form, designed to elicit information that can be obtained through the written responses of the respondents. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burns & Grove 1993). The self-administered questionnaire is used mainly because it is usually cheaper especially when data collection involves a large sample size. Four sets of questionnaires will be employed. Three sets will be for the respondents of functional areas (crew members, air hostess and ticketing) of the two airline companies. These sets of questionnaires will seek to solicit information on each functional department of the two

airline companies. This is intended to assess employees' knowledge and company adoption of service quality dimensions in their operational areas.

The final set of questionnaires, which will be administered twice (importance and satisfaction) to same passengers of the two airline companies, will be designed in two parts. The first part will be grouped in such a way to solicit information on passengers' demographics such as gender, age, educational qualification, occupation and other general information about the respondent. The second part will seek information on passenger importance and satisfaction in areas of the five main constructs adopted in this study (reliability, responsiveness, assurance, empathy, and tangible). This part will be divided into five sections. The first and second sections will capture items that are related to quality dimensions on reliability and assurance respectively. The third, fourth and fifth sections contain items that describe responsiveness, tangible and empathy respectively. First, respondents will be made to rate the level of importance they attach to each of the items under the above listed constructs using the scholastic numerical scale and weight will be placed on each item that is listed under the above quality dimensions. Then the same respondents will be made to rate the level of satisfaction afterwards using the same scholastic numerical scale. Both the importance ratings and the satisfaction ratings will be used to calculate the CSI of the five service quality dimensions.

The passenger's questionnaire was based on user judgments expressed by a scholastic numerical scale. The traditional numeric scholastic scale is basically a numeric scale that indicates quantitative symbolization of attributes in line with figures. This kind of scale has some advantages compared to the scales with points described by means of words (e.g., Likert and verbal scale) because it allows quantitative techniques of analysis to be applied (Eboli and Mazzalla, 2009). To measure customer satisfaction, the traditional numeric scholastic scale points from 1 to 10, where 1 on the scale represents

extremely poor and 10 represents excellent, will be employed to assess customer satisfaction using the five service quality dimensions. This would provide more options for the respondents to choose from.

The Human Resource Managers of two international airline companies currently operating passenger's transportation will be interviewed. The Human Resource Managers of two airline companies who were formally operating passenger transportations but now operating cargo will also be interviewed. The interview will be guided questions which will help the researcher achieve the objectives of this study.

The questionnaire will be pilot-tested on employees and passengers of international airline. Questions will also be piloted on the Human Resource Managers of some international airline companies. This will be done to correct any ambiguity on the questionnaire. It will also ensure clarity and easy understanding of the questions. The researcher will recruit a team of assistants to help in the administration of the questionnaires.

Introductory letters from the University of Ghana Business School will be used to ensure ease of access to respondents. The researcher and his team will personally meet respondents to administer the questionnaires and the interview guide. Where respondent's complete questionnaire schedules instantly, the completed questionnaire will be taken immediately. In cases where the questionnaire cannot be completed immediately due to busy schedules on the side of the respondent, personal visits, phone calls and emails will be used to follow- up.

4.6 Research Data Analysis

This section introduces the techniques that will be used to analysis data collected for the study. The data collected from the field will be brought together for analysis. The study will employ descriptive statistics and Customer Satisfaction Index (CSI) to draw meaning from the data to be collected. Computer software like Microsoft Office (Excel application) and Statistical programming for social

sciences (SPSS) will be employed to analyze the data. SPSS will offer a wide range of methods, charts and graphs for the data and is therefore suitable for presenting the descriptive statistics. It will be supported by Microsoft office.

4.6.1 Descriptive statistics

Descriptive statistics will be used to summarize various aspects of the data. Descriptive statistics comprise measures such as averages, median, standard deviation, percentages as well as charts and tables (Weiss, 2005). Data in the area of demographic characteristics, important on satisfactory and perception ratings of the service attributes will be analyzed using descriptive statistics. The descriptive statistics will be done by using SPSS.

4.6.2 Customer Satisfaction Index

CSI represents a measure of service quality on the basis of the user/consumer perceptions on service aspects expressed in terms of importance rates, compared with user/consumer expectations expressed in terms of satisfaction rates (Eboli and Mazulla, 2009). CSI aims at obtaining a concise indicator that provides an overall measure of service quality by considering different service aspects. The indicator will be calculated based on customers' ratings of service aspects of the two airline companies.

To calculate CSI, the mean of the importance ratings (\bar{I}_k) is computed first followed by the computation of weight (W_k) on the importance rating. The mean of the satisfaction ratings (\bar{S}_k) is then computed.

\bar{I}_k is the mean of the importance rates expressed by users on the k^{th} service quality attribute.

\bar{S}_k is the mean of the satisfaction rates expressed by users on the k^{th} service quality attribute.

W_k (importance weight) is the weight of the k^{th} service quality attribute, calculated on the basis of the importance rates expressed by users.

The ratio between the mean of the importance rates expressed by users on the k attribute and the sum of the mean importance rates of all the service quality attributes. Mathematically;

Equation 5:
$$\bar{S}_k = \frac{\sum_{i=1}^N S_i}{N} \dots\dots\dots(3)$$

Equation 6:
$$\bar{I}_k = \frac{\sum_{i=1}^N I_i}{N} \dots\dots\dots(4)$$

Equation 7
$$W_k = \frac{\bar{I}_k}{\sum_{k=1}^N \bar{I}_k} \dots\dots\dots(5)$$

Hence,

Equation 8
$$CSI = \sum_{k=1}^N [\bar{S}_k * w_k] \dots\dots\dots(6)$$

where,

N is the total number of service quality attributes under consideration

CSI represents a good measure of overall satisfaction because it summarizes the judgments expressed by users about various service attributes in a single score (Eboli and Mazulla, 2009). It is also imperative to note that not all the attributes are important for the user in the same way; therefore, an index based only on satisfaction rates cannot take into account these differences but CSI does. In this study the mean and

standard deviation of the dimensions of service quality will be calculated with weights attached to the attributes of the dimensions on the basis of the importance rates. The scores of their index of each dimension will be compared to each other. This will help the researcher to ascertain the service quality dimensions that is most influential when it comes to customer satisfaction in the local airline industry.

4.7 Ethical Consideration

The study will ensure that information provided by the respondents is kept confidential and that no participant is victimized in any way. The researcher and his team will ensure the dignity and privacy of the transport companies, heads of human resource departments, employees of functional areas and customers. The researcher will seek prior approval by sending the introductory letters to the respondents and also explain the rationale of the study to them and assure them of the utmost anonymity and confidentiality of themselves and the responses sought from them and institutions concerned before the findings of this research are made public. The study will also make it clear to respondents that the questions asked are for academic and research purposes only and not for any other inordinate purposes that would be injurious to their persons. Respondent participation will be strictly optional. No potential respondent will be forced to participate.

4.8 Reliability of the Constructs

In testing for reliability, one is doing an assessment of the degree of consistency between the variables (Hair et al., 2010). This study will use the most popular measure of reliability known as the Cronbach's Alpha to test for the reliability of items that measure each of the five construct. This measures reliability coefficient of the level of consistency of the entire scale. Each item of each construct (reliability, empathy, assurance, responsiveness and tangible) will be taken through a reliability test to assess the degree of consistency between the variables. The generally agreed lower limit for the alpha value is 0.70

or 70% degree of consistency of reliability (Robinson, et al 1991). Nunnally, (1978) also proposes that a lower limit of 0.60 is acceptable. In this study, all the items measuring each of the five constructs will be tested to show if their reliability have alpha values more than 0.70. Thus, the indicators are viewed to be influenced by the underlying construct.

4.8 Construct Validity

Validity tests for this study will be conducted using the construct (convergent) validity tests. Construct validity ensures that the constructs identified are truly reflected by their indicators using the various loadings. Thus items that described quality dimensions such as reliability, empathy, assurance, responsiveness and tangible will be taken through the construct validity tests. Construct validity is assessed using the composite reliability score and the average variance extracted (AVE) measures. Composite validity is a measure of internal consistency which measures the degree to which the indicators of a construct combine. The rule of thumb for an acceptable internally consistent score is 0.7 (Nunnally, Bernstein & Berge, 1967). Average variance extracted describes the proportion of the variance that is explained by the indicators in relation to a specific construct. The rule of thumb for an acceptable AVE score is 0.5 and above.

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.0: Introduction

This section presents the findings of the data collected from the field. The data were collected through questionnaire administration. The main sections in this chapter are responses of functional employees of both Starbow and AWA on service quality practices of the two companies, demographic characteristics of passengers, validity and reliability tests and calculation of CSI for both Starbow and AWA airline companies.

The first section involves the testing of validity and reliability of the questionnaire used in gathering data from the two airline companies (Starbow and AWA). The second section presents details of the responses from the human resource managers of the two airline companies that are into cargo services. The third section presents details of the responses from the human resource managers of AWA and Starbow. The fourth section presents demographic characteristics of passengers of the two local airline industry (Starbow and AWA) in Ghana. The fifth section presents details of responses from three departments (ticketing, air hostess and crew members) of the two airline companies in Ghana namely Starbow and AWA and the last section deals with calculation of CSI for both Starbow and AWA airline companies.

5.1: Validity and Reliability Tests

A major component of this study is to determine whether passengers who patronise the local airline are satisfied with service quality that both airline companies are providing for them. However, before the analysis can be done, the various attributes on which importance ratings and satisfaction ratings are obtained were tested for their validity and reliability. The validity test results as shown in Appendices A,

B, C, D indicate that the Pearson Product Moment Correction of each attribute on which passengers expectations and satisfactions of AWA and Starbow airline services were measured and their total scores were significant at 5% level of significance as the significant values range from 0.00 to 0.03. Thus, the instrument was deemed to be valid for further analysis. The reliability of the measuring instruments for expectations (importance ratings) and satisfactions were also tested using Cronbach's alpha. The results of the reliability tests as shown in Appendix A clearly indicate that the instrument is reliable. This is because the overall range is from 0.895 to 0.921, while the individual Cronbach's alpha values of the attributes range from 0.884 to 0.964.

5.2: Responses from the human resource managers of (AWA and Starbow) and (Antrack and City link)

The study sought to determine and compare the reliability of local airline companies (Starbow and AWA) and (Antrack and City Link) transport companies by asking all heads of the Human Resource Managers to respond to some questions related to reliability of the services these companies provide to their customers. All managers opined that their most important attribute of reliability was safety. All managers said customers will stop patronising their aircraft once they tagged the airline as not secured for travelling regardless of other service attributes. All managers also opined that their aircrafts have not experienced neither force landing nor had any crash in delivering of their services.

5.3: Demographic Characteristics of Passengers

In order to determine the customer satisfaction of passengers of the local airline industry, the expectations and perceptions of the services offered by AWA and Starbow airline transport companies in Ghana, the passengers of these companies were surveyed. The responses of three hundred and fourteen (314) passengers which constitute one hundred and forty-two (142) passengers of Starbow airline and one

hundred and seventy- four (174) passengers of AWA airline companies were received out of a 384 number of questionnaires given out. This represent a response rate of 81.8%. The demographic characteristics of the passengers are displayed in Table 5.1. In terms of the ages of passengers, 148 passengers are aged

between 46-60 years representing 44.2%, 112 of the passengers were between 26-45 years representing 33.1%, 44 of the passengers were between 18-25 representing 13.1% and 31 passengers were above 60 years representing 9.3%. 198 of our passengers who filled the questionnaire were males representing 59.3% with females representing 40.7%. With regards to the incomes of passengers, Table 5.2 shows that no respondent with income below GHc4000 patronise local airline.

Table 5.1: Respondents Demographic.

	AWA		Starbow	
	Frequency	Percentage	Frequency	Percentage
Age				
18-25 years	14	8.1	24	17
26-45 years	34	19.8	46	32.3
46-60 years	98	57	57	40.1
61 and above	26	15.1	15	10.6
Total	172	100	142	100
Gender				
Male	102	59.3	98	69
Female	72	40.7	44	31
Total	172	100	142	100
Highest Educational Qualification				
No Education	3	1.7	2	1.4
O/A Level	15	8.7	34	23.9
HND/Degree	66	38.3	58	40.9

Professional/Postgraduate	88	51.3	48	33.8
Total	172	100	142	100

Monthly Income (GHC)

0-1000	0	0	1	0.7
1001-2000	1	0.6	12	8.5
2001-3000	5	2.9	7	4.9
3001-4000	9	5.2	26	18.3
4001- above	157	91.3	96	67.6
Total	172	100	142	100

Occupation

Student	7	4.1	13	9.2
Self-employed	91	52.9	62	43.7
Civil/Public Servant	5	2.9	18	12.7
Private Sector	69	40.1	49	34.4
Total	172	100	142	100

I am

a Ghanaian	91	52.9	101	71.3
From Another Africa				
Country	27	15.7	19	13.3
From Europe	35	20.3	4	2.8

Others	19	11.1	18	12.6
Total	172	100	142	100

Travel Frequency Per Year

0-2	19	11.2	20	14.1
5-Mar	109	63.3	67	47.2
More than 5	44	25.5	55	38.7
Total	172	100	142	100

Source: Author's Field Study (2019)

5.4 : Operations of AWA and Starbow

This section presents findings on the two companies operating in the local airline industry in Ghana. The core task of the two aviation Companies is to transport passengers who are travelling from the various airports within the country. Fifty-eight copies of the structured questionnaire were sent to the three departments (ticketing, air hostess, crew members) of Starbow airline company and seventy-eight copies of the structured questionnaire were also sent to the three departments (ticketing, air hostess, crew members) of AWA airline company. Out of the fifty-eight structured questionnaires that were given to Starbow, thirty one were sent to air hostess, fifteen were sent to ticketing and twelve were sent to crew members. A total number of forty two completed questionnaires were received from Starbow. A total of twenty seven completed questionnaire were received from the air hostesses representing 60%, eight completed questionnaire were received from the ticketing department representing 80% and seven questionnaire were received from the crew members representing 75%. This represents a response rate of 68.42% from Starbow. Similarly, from the number given to AWA, thirty seven questionnaire were

sent to air hostess, twenty six questionnaire were sent to ticketing and fifteen questionnaire were sent to crew members. A total number of forty eight completed questionnaires were received from AWA. A total of twenty one completed questionnaire were received by the air hostesses representing 80%, eighteen completed questionnaire were received from the ticketing department representing 66.67% and nine questionnaire were received from the crew members representing 70%. This represents a response rate of 75% from AWA.

5.5 : Respondent characteristics of AWA and Starbows

This section gives details of the characteristics of the respondents who are working in the two local airline Companies in Ghana. The characteristics are given in terms of their gender, their age groupings as well as their levels of education. Respondents were mainly females and their age levels were majorly within the range of 22 to 35 years for both AWA and Starbow. It is also seen from the table that majority of respondents are middle level employees with a few of them being professionals.

5.5.1 : Respondents from the Air Hostess Department

Operational Information in the delivery of service quality is considered as a key driver in the performance of an organisation in the airline industry. Air hostesses are the ones who are detailed to give passengers the necessary information before, during and after the flight. The issues considered under air hosting were the type of information and services they give to passengers on board the aircraft. All the respondents from the two airline companies identified effective information to passengers as a major goal to achieve customer satisfaction. The two airline companies were very keen on delivering information in languages that passengers can easily understand. From Table 5.3 all air hostesses from both airline companies could speak English language, eleven out of twenty seven air hostesses from Starbow (representing 40.5%) could speak French and eight out of nine air hostesses from AWA (representing 88.9%). All twenty seven air hostesses from Starbow and nine hostesses from AWA

(representing 100%) assist passengers to locate their seat. All air hostesses from both companies could speak one of the following languages (French, English, and Spanish) meaning that language was not a barrier in communicating to passengers. In achieving customer satisfaction through service quality, both airline companies give pre-flight information which includes wearing of safety belt, information on safety and health to passengers before an aircraft takes off. Whilst on board air hostesses keep passengers abreast with relevant information. Passengers are also served once by air hostess during a flight.

Air hostesses are also trained to take care of emergencies if the need arises. The two airline companies have only one crew member who happens to be the pilot and one air hostess on each flight. This makes the work of the air hostesses very pivotal.

In achieving customer satisfaction, both airline companies train their air hostesses to be quick in the delivery of information and handling emergencies to their customers on board of their aircraft should the need arise.

Table 5.2: Responses of air hostess department in delivering of information Services.

	Starbow=27		AWA=9	
	Freq.	%	Freq.	%
How many local language(s) do you speak				
One	5	18.5	2	22.2
Two	9	33.3	4	44.5
Three	8	29.7	2	22.2
More than three	5	18.5	1	11.1
Total	27	100	9	100

Name the local languages you speak (you can tick more than one)

Twi	15	55.6	7	77.8
Ewe	7	25.9	4	44.5
Hausa	4	14.8	2	22.2
Ga	7	25.9	3	33.3
Others	4	14.8	3	33.3

How many foreign languages can you speak

One	6	22.2	2	22.2
Two	11	40.8	3	33.3
Three	5	18.5	1	11.2
More than three	5	18.5	3	33.3
Total	27	100	9	100

Name the foreign languages you speak (you can tick more than one)

French	11	40.5	5	55.6
English	27	100	9	100
Spanish	9	33.3	4	44.4
Others	11	40.8	6	66.6

What pre-flight information is given to passengers

Safety	19	70.4	8	88.8
Weather conditions	8	29.6	1	11.2

Total	27	100	9	100
-------	----	-----	---	-----

What information is given to passengers on board

Weather conditions	12	44.4	3	33.3
Destination	15	55.6	6	66.7
Total	27	100	9	100

Do you assist passengers to locate their seat

Yes	27	100	7	77.8
No			2	22.2
Total	27	100	9	100

How often do you serve passengers with food per flight

Once	6	22.2		
Twice				
Thrice				
Upon request	21	77.8	9	100
Total	27	100	9	100

How often do you serve passengers with drinks per flight

Once	4	14.8		
Twice				
Thrice				
Upon request	23	85.2	9	100

Total	27	100	9	100
-------	----	-----	---	-----

Source: Author's Field Study (2019)

552 : Respondents from Ticketing Department

Service quality in the ticketing department is considered as a key driver in the performance of an organisation in the airline industry. It is the first point of contact to passengers for all the necessary information about flight arrangements in the airline industry. How the ticketing department treat the issues concerning ticketing were related to information on the tickets, mode of acquisition of tickets, departure and arrival time and all information needed to board an aircraft. Respondents from the two airline companies identified effective information to passengers as a major goal to help passengers make an informed decision. The two airline companies were very particular about information given to their customers so they make sure that personnel in the ticketing department are well trained to give the appropriate answers to customers. Five out of the eight respondents (ticketing department) from Starbow (representing 83.33%) and twelve out of the eighteen respondents (ticketing department) from AWA (representing 66.67%) from the two airline companies were holders of a first degree. In achieving customer satisfaction through service quality, both airline companies had personnel in their ticketing department who were very nice and professional with their work schedules. The personnel had good communication and interpersonal skills and their human relationship with their client were second to none. The study sought to examine the access to information and services in air transport. This was done by administering questionnaire to the ticketing employees.

In respect of online sale of tickets, Table 5.4 shows that all respondent from both companies were selling online ticket. All the respondents of both companies held the view that the companies were ready to refund monies paid back to passengers in event of cancellation.

Table 5.3: Responses of ticketing staff on Access to Airline Services and Information.

	Starbow=8		AWA=18	
	Freq.	%	Freq.	%
Do you produce your own ticket				
Yes	2	25	6	33.3
No	6	75	12	66.7
Total	8	100	18	100
Advance sale of tickets				
Yes	8	100	16	88.9
No	-	-	2	11.1
Total	9	100	9	100
Maximum length of advance tickets				
0 – 2 days	7	87.5	10	55.6
3-5 days	1	12.5	6	33.3
6 days and above	-	-	2	11.1
Total	8	100	18	100
Do you operate online ticketing				
Yes	8	100	18	100
No	-	-	-	-
Total	8	100	18	100
Accepted mode of payment for tickets				
Cash only	-	-	1	5.6

Cash and Mobile Money only	5	62.5	8	44.4
Cash and Credit Card only	3	37.5	9	50
Total	8	100	18	100

Refundability of ticket fare in the event of cancellation

Yes	8	100	18	100
No	-	-	-	-
Total	14	100	9	100

Existence of a case of error in the issuance of tickets

Yes	1	12.5	18	100
No	7	87.5	-	-
Total	8	100	18	100

Availability of means of updating customers of services

Yes	8	100	18	100
No	-	-	-	-
Total	8	100	18	100

Source: Author's Field Study (2019)

5.5.3: Respondents from Crew Members.

The study also sought to determine the number of trips scheduled between the various airports by both airline companies. The results in Tables 5.5 indicate that all of the respondents (100%) of both AWA and Starbow companies opined that their companies use both used and brand new aircrafts for their services.

Table 5.4: Responses of Crew members.

	Starbow=7		AWA=21	
	Freq.	%	Freq.	%
For our operations in Ghana, we always acquire				
Brand new aircrafts				
Used aircrafts				
Both used and brand new aircrafts	7	100	21	100
Total				

Do you proceed to inspect your aircrafts after clearance				
Yes	6	85.7	16	76.2
No	1	14.3	5	23.8
Total	7	100	21	100

On the average, how often do you service your aircrafts				
Daily	2	28.6	4	19.1
Weekly	1	14.3	2	9.5
Monthly	3	42.8	13	61.9
Other(Specify)	1	14.3	2	9.5
Total	7	100	21	100

Do you have scheduled maintenance plan for the aircrafts				
Yes	7	100	20	95.2
No	-	-	1	4.8
Total	7	100	21	100

What are the scheduled maintenance for an aircraft

Monthly	5	71.4	8	38.1
Quarterly	1	14.3	7	33.3
Yearly	-	-	-	-
Other(Specify)	1	14.3	6	28.6
Total	7	100	21	100

Does your company operate its own maintenance hanger

Yes	7	100	21	100
No	-	-	-	-
Total	7	100	21	100

Where do you have your maintenance

In the airport	7	100	21	100
Others	-	-	-	-
Total	7	100	21	100

What is the exit plan for an aircraft in your company

0-4 years	1	14.3	4	19.1
5-7 years	1	14.3	5	23.8
8years and above	5	71.4	12	57.1
Total	7	100	21	100

Source: Author's Field Study (2019)

5.6 Service Quality Practice of AWA and Starbow.

The study investigated the operations of the two airline companies to find out whether the local airline companies in Ghana practice good service quality in their operations. With regards to the type of aircraft used in the operations of both airline companies, the study revealed that both AWA and Starbow used both brand new and used aircraft in their operations. This is evident by all crew members (100%) of both companies who indicated that they all use both used and new aircrafts. Also, all airline companies proceed to again inspect their aircrafts after they have received clearance that the aircraft is in good condition. This double check is very necessary so as to safe guard any avoidable occurrences during flight hours. This is deduced from Table 5.4 that 85.7% of crew members of Starbow and 76.2% crew member of AWA indicated that they proceed to again inspect aircraft after clearance. However, one and five respondents from Starbow and AWA respectively said they do not inspect their aircrafts after they have received clearance. This result could explain how the airline companies take the safety of their passengers very seriously and this is so because passengers will not compromise on their safety. With regards to whether the two airline companies have scheduled maintenance plan for each aircraft used in the operations of both airline companies, the study revealed that both AWA and Starbow have a schedule maintenance for each aircraft in their operations. This is evident by all crew members (100%) of both companies who indicated that there is a schedule maintenance plan for each aircraft. This shows that both airline companies do not compromise when it comes to service quality delivery.

Also with regards to updating passengers after purchasing of advance ticketing, the study revealed that both AWA and Starbow update passengers with relevant information and keep passengers abreast with information relating to their flight. This is evident by all ticketing staff (100%) of both companies saying they update passengers with relevant information relating to their prospective flight so that they do not keep their passengers in the blue. The study also revealed that with the existence of a case in the issuance of tickets, it was evident that all ticketing staff (100%) of AWA have not had any case of error issuance

of tickets. Also 87.5% (Table 5.3) of the ticketing staff of Starbow revealed that they also have not had any case of error issuance of tickets. Table 5.3 also shows that both companies refund ticket fare in the event of flight cancellation. The study also revealed that both airline companies accept cash, mobile money and credit card as a mode of payment for their tickets. Table 5.3 shows that 62.5% and 37.5% of ticketing staff of Starbow responded that they accept cash and mobile money, and cash and credit card respectively and 44.4% and 50% of ticketing staff of AWA indicated that they accept cash and mobile money, and cash and credit card respectively. Table 5.3 also shows that both airline companies operate online ticketing and also deliver advance ticketing (booking). The results emanating from Table 5.3 explain how both airline companies make the service delivery to their passengers easy and convenience. This is because some passengers do not have enough time at their disposal and will not have time to come to the offices or sale points of the two local airline companies to purchase ticket. Passengers will want a convenient and secured way of purchasing tickets.

Information delivery is very key in providing service quality to passengers. The study revealed that both AWA and Starbow hire the services of air hostesses who can communicate relevant information to passengers in various languages (both local and international) that could be easily understood by the relevant passenger on board a flight. Table 5.2 shows that air hostesses from both airline companies could speak diverse languages so that the air hostesses could communicate in languages that passengers can understand. The study also revealed that air hostesses of both airline companies could speak at least one local language and English Language. Also it is evident from Table 5.2 that 40.5% air hostesses from Starbow could speak both French and English Language, 33.3% air hostesses from Starbow could speak Spanish and English Language and 40.8% air hostesses from Starbow could speak other languages and English Language. It is also evident from Table 5.2 that 55.6% air hostesses from AWA could speak both French and English Language, 44.4% air hostesses from AWA could speak Spanish and English Language and 66.6% air hostesses form AWA could speak other languages and English Language. Table 5.2 also

shows that 55.6%, 25.9%, 14.8%, and 25.9% air hostesses from Starbow could speak Twi, Ewe, Hausa and Ga respectively. Also 14.8% air hostesses from Starbow could speak other Ghanaian languages. It is also evident from Table 5.2 that 77.8%, 44.5%, 22.2%, and 33.3% of air hostesses from AWA could speak Twi, Ewe, Hausa and Ga respectively. Also 33.3% of air hostesses from AWA could speak other Ghanaian languages. The study shows the importance both companies place on effective communication between air hostesses and passengers. The intention of recruiting air hostesses who understand various languages is to meet passenger expectations. From Table 5.2 it was also evident that air hostesses from both airline companies provide passengers on board of their respective aircrafts pre-flight information, safety and weather conditions before an aircraft takes off. Passengers on board of their respective aircraft are asked to put on their seat belt before an aircraft takes off so that passengers do not hurt themselves. Air hostesses from both airline companies indicated that they help passengers to locate their seats. In helping passengers locate their seat, air hostesses take the opportunity to educate passengers on how to adjust the seat for their convenience.

5.7 : Calculation of CSI for Starbow and AWA Airlines

This section of the thesis analyses the values obtained for importance ratings and satisfaction of the two airline companies Starbow and AWA in order to determine customer satisfaction of the local airline industry using the five dimensions of service quality.

5.7.1 : CSI Calculations for AWA Airline Company

Tables 5.5, 5.6, 5.7, 5.8 and 5.9 show the results of various computations on the expectations/importance and perceptions/satisfaction ratings of passengers on the services attribute of AWA and Starbow.

Tables 5.10 presents the CSI ratings of the five service quality dimensions. The CSI for the service attribute reliability is 9.45 and the attribute of tangibles had a CSI of 7.899 which was the lowest.

Table 5.5: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Reliability.

ATTRIBUTES OF RELIABILITY		\bar{S}_k	\bar{I}_k	W_k
PSR1	Aircrafts depart on the scheduled departure times	9.8	8.96	0.102894
PSR2	Aircrafts arrive on the scheduled arrival times	9.34	8.92	0.102435
PSR3	Check-in of passengers is done on the scheduled times	9.43	9.03	0.103698
PSR4	Satisfaction with the number of flight cancellations	8.99	9.07	0.104157

PSR5	Honoring of reservations by this airline	9.53	8.53	0.097956
	Satisfaction with the number of travel times per week			
PSR6	by this airline.	9.47	8.69	0.099793
PSR7	Satisfaction with the departure times for this airline	9.67	8.69	0.099793
PSR8	Satisfaction with the arrival times for this airline	9.59	8.5	0.097611
PSR9	Ticket procurement availability	9.81	8.26	0.094855
	Encountering system failures during online booking			
PSR10	for this airline	8.89	8.43	0.096808
	SUM		87.08	

Source: Author's Field Study (2019)

Table 5.6: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Assurance.

ATTRIBUTE OF ASSURANCE

		S_k	\bar{I}_k	W_k
	Willingness to answer customer questions by			
PSA1	ticketing	8.53	7.68	0.075037
	Willingness to answer passenger questions at check-			
PSA2	in	8.69	7.39	0.072203
	Willingness to answer passengers questions by air			
PSA3	hostess	8.69	7.68	0.075037
PSA4	Passengers are searched thoroughly for prohibited	8.5	7.35	0.071812

items before boarding an aircraft

PSA5	Intactness of luggage on arrival	8.26	7.94	0.077577
PSA6	Developing of faults by aircrafts just before flights	8.43	8.37	0.081778
PSA7	Developing of faults by aircrafts during flights	8.74	7.75	0.075721
PSA8	Making of unscheduled landing of aircrafts	8.95	7.93	0.077479
PSA9	Clean appearance of crew members	9.03	8.19	0.08002
PSA10	Neat appearance of crew members	8.84	7.78	0.076014
PSA11	Courtesy accorded to passengers at check-in	8.43	8.04	0.078554
PSA12	Courtesy accorded to passengers by air hostess	9.13	8.05	0.078652
PSA13	Courtesy accorded to customer at ticketing	9.14	8.2	0.080117
SUM			102.35	

Source: Author's Field Study (2019)

Table 5.7: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Tangible.

ATTRIBUTE OF TANGIBLE

		S_k	\bar{I}_k	W_k
PST1	Visual appearance of aircraft	8.05	9.25	0.149001
	Visually appealing of aircraft internal decorations			
PST2		8.2	8.94	0.144008

PST3	Space for hand luggage in aircrafts	7.57	8.7	0.140142
PST4	Flexibility of seats in aircrafts	7.87	8.66	0.139497
PST5	Seats are spaciously arranged in the aircrafts	7.99	8.92	0.143686
PST6	Friendly communicating materials eg. Speakers	7.73	8.86	0.142719
PST7	Aircraft cleanliness before boarding an aircraft	7.87	8.75	0.140947
	SUM		62.08	

Source: Author's Field Study (2019).

Table 5.8: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Empathy.

ATTRIBUTES OF EMPATHY

		\bar{S}_k	\bar{I}_k	W_k
PSE1	Provision of caring for passengers at check-in	9.03	7.68	0.054088
PSE2	Provision of caring for passengers by air hostess	9.07	7.35	0.051764
PSE3	Individualized attention to passengers at check-in	8.53	7.94	0.055919

PSE4	Individualized attention to passengers by air hostess	8.69	8.37	0.058948
	Informing passengers in a language they can understand by			
PSE5	air hostess	8.69	7.75	0.054581
	Informing passengers in a language they can understand at			
PSE6	check-in	8.5	7.93	0.055849
PSE7	Understanding passenger's specific needs by air hostess	8.26	8.19	0.05768
PSE8	Understanding passenger's specific needs at check-in	8.43	7.78	0.054793
	Understanding customer's specific needs by ticketing			
PSE9	Personnel	8.74	8.04	0.056624
PSE10	Meeting passenger's specific needs by air hostess	8.95	8.05	0.056694
PSE11	Meeting passenger's specific needs at check-in	9.03	8.2	0.057751
PSE12	Meeting passenger's specific needs by ticket personnel	8.84	7.57	0.053314
PSE13	Links to other transport system	8.43	7.87	0.055426
PSE14	Prompting customers early about flight delays	9.13	7.99	0.056272
PSE15	Informing customers about reasons for flight delays	9.14	7.73	0.05444
PSE16	Prompting customers early about flight cancellations	9.25	7.87	0.055426
PSE17	Informing customers about reasons for flight cancellation	8.94	7.75	0.054581
	Provision of accommodations for passengers when there is			
PSE18	flight cancellation.	8.7	7.93	0.055849
	SUM		141.99	

Source: Author's Field Study (2019)

Table 5.9: Analysis on the expectations/importance and perceptions/satisfactory ratings of passengers on Responsiveness.

ATTRIBUTE OF RESPONSIVENESS

S_k	I_k	W_k			
			Dealing with the customer's request appropriately at		
PSRE1	Ticketing	8.53	8.73	0.070432	
			Dealing with the passenger's request appropriately at		
PSRE2	check-in	8.69	8.72	0.070351	
			Dealing with the passenger's request appropriately by		
PSRE3	air hostess	8.68	8.93	0.072450	
PSRE4	Answering questions accurately by ticketing personnel.	8.50	8.85	0.071400	
PSRE5	Answering questions accurately by air hostess.	8.26	8.93	0.072045	
PSRE6	Answering questions accurately at check-in	8.43	8.76	0.070674	
PSRE7	Handling questions promptly by ticketing personnel	8.74	8.94	0.072126	
PSRE8	Handling questions promptly by air hostess	8.95	8.87	0.071561	
PSRE9	Handling questions promptly at check-in	9.03	8.95	0.072207	
			Responding to customer complaints promptly by		
PSRE10	ticketing personnel	8.84	8.74	0.070512	
			Responding to passenger complaints promptly by air		
PSRE11	Hostess	8.43	8.93	0.072045	
			Responding to passenger complaints promptly at		
PSRE12	check-in	9.13	8.82	0.071158	
PSRE13	Processing of ticket reservations for this airline is easy	9.14	8.93	0.072045	
PSRE14	Tickets for this airline can only be purchased at its	9.09	8.85	0.070140	

Offices	
SUM	123.95

Source: Author's Field Study (2019)

Table 5.10: Final Calculations of CSI on Service Quality Dimensions.

Service Quality Attribute	CSI
Reliability	9.450
Assurance	8.722
Tangible	7.899
Empathy	8.794
Responsiveness	8.806s

Source: Author's Field Study (2019)

CHAPTER SIX

DISCUSSION OF FINDINGS

6.0 : Introduction

This chapter is used to discuss the results of the study as presented in Chapter Five. The discussion provides insights on the findings of the study as they relate to the research objectives and with existing literature. This chapter discusses the customer satisfaction of the two airline companies.

6.1 Customer Satisfaction in the Local Airline Industry.

The study used the five dimensions which include tangible, reliability, responsiveness, assurance, and empathy (Parasuraman, Zeithaml and Berry 1990) to investigate customer satisfaction of the two local airline companies (Starbow and AWA) with each service dimensions sub divided into various service attributes. The study was investigating how the service attributes contribute to each attaining customer satisfaction in the local airline industry.

6.1.1 The Dimension of Reliability of the Local Airline.

In determining how reliable the local airline is, it was apparent from Table 5.5 that, the passengers who took part in this study place a lot of importance on the number of cancellations of schedule flight (9.07). This shows that passengers of the local airline industry did not like to be disappointed with flight cancellations. It was clear that passengers of the local airline want a reliable flight schedule devoid of cancellation so that they plan when to board an airline for their convenient. It was also evidence from the study that passengers do not wait too long to check-in for a flight. Table 5.5 shows that the passengers who took part in this study want check-in for flight on schedule times (9.03). This is because passengers are conscious of their time. Also from Table 5.5 it was evident that passengers place least on ticket procurement availability. This is because ticket reservation can be done online or through mobile money

and credit card. The highest weight of importance (0.104157) was place on the number of flight cancellation of schedule flight and the least weight was place on the ticket procurement availability (0.094855). Table 5.5 shows that passengers who took part in this study were extremely satisfied with the schedule departure and arrival times of aircrafts from the two airline companies, and passengers were satisfied with the two airline companies in honouring of reservations (9.53). From Table 5.5, the

study shows that the reliability dimension is critical to all customers as customers want to deal with firms that keep their promises (Zeithaml et al., 2006,) and this is shown in the study by the high important rating given by passengers who took part in the study.

Conversely, it was evidence from the study that passengers who took part in this study were not satisfied with the number of flight cancellation of the two airline companies. It was also evident from Table 5.5 that passengers of both airlines were least satisfied with encountering system failures during online booking. Customers want firms who deliver on their promises and this can be related to Zeithaml et al., (2006). The study also agrees with Prayag (2007) conclusion in his study that says that the service reliability which comes in the forms of dimension which refers to punctuality, accuracy and low number of flight cancellations had a higher predicting power.

Table 5.10 shows that the attributes of reliability have the highest CSI of 9.450147. The study agrees with the study of Ali et al (2016) where they also found out that the reliability is a stronger predictor of customer satisfaction in the airline industry. Similarly, the study also agrees with Saha and Thiengi (2009) who stated that reliability, as a determinant of airline service quality, creates the greatest satisfaction among customers. The study confirmed the assertion that reliability is very vital in achieving service quality (“Prayag, 2007)” and this is explained by the importance ratings and the various responses attributed to passengers of the two local airline companies who took part in the study. The study also affirm the positing of Prayag (2007) that reliability has the highest percentage of the variance in passengers’ ratings of satisfaction levels with airline service quality.

6.1.2 The Dimension of Responsiveness of the Local Airline.

From the study, it is evident that passengers of both Starbow and AWA who took part in the study clearly place more importance on handling of question promptly by ticketing personal (8.94) above all attributes of responsiveness. They also place high important ratings on the processing of online ticket

reservation, air hostesses been able to respond to passengers' complaints promptly, answering of questions accurately by air hostesses, dealing with passengers request appropriately by air hostesses and handling questions promptly (8.93) by both airline companies and the customers of these two airlines gave them equal importance ratings. This is because passengers feel so much relevant and satisfied with the service delivery when service providers act promptly to their requests and this assertion agrees with the study that was done by Saha and Thiengi (2009) that responsiveness, as a determinant of airline service quality, also creates the greatest customers satisfaction among passengers. However, the satisfaction ratings of the customers of the two local airlines companies differ among these attributes. Customers of the two local airline companies were satisfied with the processing of ticket reservation for the two local airlines as they rated that attribute highest among them. Customers were also satisfied more with handling of questions in relation to the attributes that had the highest important rating. It is evident from Table 5.9 that customers of the two local airlines preferred making reservation online due to time constrain and proximity. Customers of these two airlines also will want to know exactly what is happening at check point. They wil ask questions as to the readiness of the aircraft in flying them to their destinations. Customers feel satisfied when all questions bordering them are addressed at check-in.

On the other hand, customers of Starbow and AWA rated the attribute of dealing with passengers' request promptly at check-in as the lowest (8.72) of the attributes. Customers of both airlines also rated the attributes of responding to customer complaints promptly by the ticketing personal (8.74) and answering questions at check-in (8.76) also very low as compared to other attributes. This was as a result of customers of both Starbow and AWA airlines knowing that other request apart from laydown procedures which must be followed will not be adhered to. Satisfaction rating of customers of the two local airline companies for the attributes of answering questions accurately by air hostesses (8.26),

answering questions accurately at check-in (8.43) and responding to customers complaints promptly by air hostesses (8.43) were very low as compared to other attributes of responsiveness.

Table 5.10 shows that the CSI of responsiveness is 8.805566 which is the second highest of the dimensions of service quality. This shows how customers of Starbow and AWA were satisfied with the willingness of the staff of both to help customers and provide customers with prompt services and this was also affirmed by Zeithaml et al (2006) in their study. From Table 5.10 it is evident that the two airline companies look at responsiveness from the view point of the customer rather than the company's perspective (Zeithaml et al., 2006) and customer's satisfaction ratings on the attribute of responsiveness were higher than the importance ratings. Prayag (2007) observed that responsiveness is also important in achieving service quality in the airline industry and this study also confirms that assertion with customers of both airline companies giving attributes higher satisfaction and importance ratings which correspond with the findings of Prayag (2007). It is also evident from Table 5.10 that responsiveness also has a higher impact than empathy (8.794738) and tangible (7.899562) in determining customer satisfaction levels in the airline service quality which was determined by Prayag (2007). In the study of Ali et al, (2016) and Saha and Thiengi (2009) they found out that responsiveness is also a stronger predictor of customer satisfaction in the airline industry and the CSI of responsiveness from Table 5.10 confirmed this as responsiveness was second highest in determining customer satisfaction in the local airline industry.

6.1.3 The Dimension of Assurance of the Local Airline.

From the study, it is evident that passengers of both Starbow and AWA who took part in the study placed more importance on the development of faults by aircraft just before flights (8.37), courtesy accorded to customers at ticketing (8.2) and clean appearance of crew members (8.2) respectively as

compared to the rest of the attributes under the attributes of assurance. This is because customers want to be safe and respected. Safety of passengers is very critical to both the airline companies and passengers. Passengers will like to safe guard their safety first before boarding an aircraft and airline companies would also like to assure passengers of their safety in boarding an aircraft. On the other hand, customers were more satisfied with attributes of courtesy accorded to customer at ticketing (9.14), courtesy accorded to passengers by air hostesses and clean appearance of crew members (8.84). This shows that courtesy is key to the heart of customers. Passengers want service providers of the two local airline to behave politely towards them and not forgetting their good manners in service delivery. Passengers feel highly esteemed when services quality are delivered with courtesy.

Conversely, it was evident from Table 5.6 that passengers consider searching them thoroughly for prohibited items before boarding the aircraft (7.35) as of lowest value to them followed by the willingness to answer passengers' questions at check-in (7.39), willingness to answer customer questions by ticketing officers (7.68) and willingness to answer passengers' questions by air hostesses (7.68). This is because customers are not having much interest in whether employees of the two local airlines are ready to provide them with answers or not. But what the passengers are interested in is their demand pertaining to service they required is provided.

With issues associated with satisfaction, from Table 5.6, customers are least satisfied with service delivery pertaining to intactness of luggage on arrival (8.26), development of faults by aircraft just before flights (8.43) and courtesy accorded to passengers at check-in since they had the lowest satisfaction ratings as compared with other attributes of assurance. This is due to the fact that customers want enough weight for their luggage from the two local airlines.

From Table 5.10 the study also agrees with the study conducted by Zeithaml et al., (2006) which state that knowledge and courtesy and the service provider's ability to inspire trust and confidence. From the

study it can deduce from the importance and satisfaction ratings in Table 5.10 that assurance involves instilling confidence in customers and making them feel safe in their transactions and all customers of the airline everywhere want to feel the same.

From the table, a CSI of 8.722513 of assurance also means that having consistently courteous employees with the knowledge to answer customers' questions is very vital in the delivery of service quality to achieve great customer satisfaction. From the study it could be observed that trustworthiness and security which include safety and confidentiality are also key components of assurance and this confirm the study of Shahin and Samea (2010). It can be concluded from the studies that assurance is very important in determining service quality and observed that assurance also has a higher percentage of the variance in passengers' ratings of satisfaction levels with airline service quality and this assertion was also found in the study of Prayag (2007).

6.1.4 The Dimension of Empathy of the Local Airline.

From Table 5.8, customers of the two local airlines placed more importance on individualized attention to passengers by air hostesses (8.37), meeting passenger's specific needs at check-in (8.2), understanding passenger's specific needs by air hostesses (8.19), finally meeting passenger's specific needs by air hostesses (8.05) and finally, understanding customer's specific needs of the ticketing personnel. This is because passengers want their needs to be met on time and also customers want their needs to be apprehended. However, from Table 5.8, customers were highly satisfied with prompting customers early about flight cancellation (9.25), informing customers early about flight delay (9.14), prompting customers early about flight delay (9.13) and provision of care for passengers by air hostesses (9.07). This is because customers want proactive service personals to inform them early before service failures occur so that they can put mechanism in place to counter any negative effect.

On the other hand, From Table 5.8, customers rated provision of care for passengers by air hostesses (7.35), meeting passenger's specific needs by ticket personnel (7.57), provision of care for passengers at check-in (7.68) and informing customers about reasons for flight cancellation (7.75) are less important to customers. This is because customers are much interested in care of customers during service delivery but the service provided by the two airline companies did not meet customer expectations.

From Table 5.8, passengers who took part in this study are least satisfied with how air hostesses understand passenger's specific needs (8.26) with respect to the attributes of tangible. Passengers also rated employees of the two airlines ability to understand passenger's specific needs at check-in (8.43), and the links to other transport system (8.43) low. This is because service providers failed to apprehend passenger's needs. There are laid down procedures that one must go through at check in and employees of the two airlines will not bend these procedures to favour anyone. The two airlines companies do not link passengers to other transport system that will carry them home after a flight..

From Table 5.10, the CSI of 8.79478 for empathy was also very high. Conceivably, the customers who took part in this study place more emphasis on caring and individualized attention the two airline companies provide them and this corresponds with the study done by Zeithaml et al, (2006). Apparently customers who patronise the airline industry want to be treated uniquely and special. The dimension empathy may be important to ensure customer loyalty as the server knows how the customer likes his or her services being provided as shown in this study. This study has also provided evidence for the influence of empathy on customer satisfaction as stated I studies conducted by Cunningham et al.in 2002 and Prayag 2007. Prayag (2007) stated in his study that empathy significantly influences passengers' satisfaction with airline service quality and this study has shown significantly that this

assertion maybe true. In the study of Ali et al (2016), they also found out that empathy is a strong predictor of customer satisfaction and the findings in this study support the results of previous studies.

6.1.5 The Dimension of Tangible of the Local Airline.

From Table 5.7, passengers place more importance on visual appearance of aircraft (9.25), visual appealing of the aircraft internal decorations (8.94) and seats are spaciouly arranged in the aircrafts (8.92). Customers want to feel comfortable and the prestige of been traveling in a particular airline which visual appearance and internal decoration are appealing and seats are spaciouly arranged in the aircraft. From Table 5.7, customers are highly satisfied with the visual appeal of aircrafts internal decorations (8.2), visual appearance of aircraft (8.05) and seats are spaciouly arranged in the aircrafts (7.99).

However, From Table 5.7 customers place least importance on flexibility of seats in the aircrafts (8.66), space for hand luggage in aircraft (8.7), aircraft cleanliness before boarding an aircraft (8.75). Table 5.7 also shows that customers are less satisfied with space for hand luggage in aircraft (7.57), friendly communicating material example speakers (7.73), flexibility of seats in aircraft (7.87) and finally, aircraft cleanliness before boarding an aircraft (7.87). Customers are less satisfied because the space foe luggage in aircraft is not enough, most of the staff members of the two local airlines are not friendly, seats in aircraft are not flexible.

It was also evident from Table 5.10, the CSI of 7.899562 for Tangible was also very high. However it was the least contributor to customer satisfaction in relation to the five dimension of service quality that was used in this study. Prayag (2007) observed in his study that tangibility is the factor that explains a high percentage of the variance in passengers' ratings of satisfaction levels with airline service quality

which this study also confirmed. This study also confirms Prayag (2007) assertion that service tangibles had a lower predicting power than empathy.

However in the study of Ali et al (2016), they found out that the tangibles are a strong predictor of customer satisfaction among other service quality dimensions. This difference in may arise because of the population that were involved in their study.

CHAPTER SEVEN

SUMMARY, RECOMMENDATION AND CONCLUSION

7.0 : Introduction

An important objective of this study was to investigate customer satisfaction in the local airline using the total quality approach. The study was also set up to investigate whether Starbow and AWA airline companies practice service quality in the delivery of their services. Finally, the study was set out to use the dimensions of service quality to investigate the degree of customer satisfaction using CSI approach.

7.1 : Summary

The data analysis of this study was based on forty-two (42) functional staff of Starbow airline company and twenty-seven (27) air hostesses, eight (8) ticketing staff and seven (7) crew members responded to various questions. Also, responses of fort-eight functional staff of AWA airline company comprising nine (9) air hostesses, eighteen (18) ticketing staff and twenty one (21) crew members were also included in the analysis. Finally, responses of three hundred and fourteen (314) passengers which constitute one hundred and forty-two (142) passengers of Starbow airline and one hundred and seventy- four (174) passengers of AWA airline companies were analysed.

The main findings of the study are summarized as follows.

7.1.1 : Summary of findings Relevant to Objective One

- The two local airline companies have put in place various service quality systems which guide them in their operations.

- In terms of the operations of the two airline companies, both airline companies take the safety of their customers as the most important service quality. Not compromising of safety and assuring customers of a safe flight to their destinations was a very key point among other service quality in place.
- Both airline companies were practising all the five dimensions of service quality (TQM) in diverse ways.
- While management of AWA was a relatively low flight rates to passengers who patronise their aircrafts on Wednesday, Starbow also gives free flight to passengers who patronise their services for the fourth time in the year.

7.1.2 : Summary of findings Relevant to Objective Two

- Generally, customers are satisfied with the service quality deliveries that the two airline companies provide.
- All the five dimensions of service delivery were very important and contribute significantly in achieving customer satisfaction in the local airline industry.
- Reliability was highly rated among other dimensions of service quality and that the reliability of the services was very pivotal to both passengers and the two local airline companies.
- Even though all the five dimensions contributed significantly in achieving customer satisfaction, the dimension tangible was the least contributor.

- Two local airline companies always have two crew, one crew member and an air hostess on board every flight.

7.2 : Recommendations

Based on the findings of the study, recommendations are made here for the consideration of management of Starbow and AWA airline companies, policy makers of airlines, and for further research.

7.2.1 : Recommendation for Management of Starbow and AWA Airline Companies.

- In order to increase the satisfaction level of their passengers, management of Starbow and AWA airline companies should focus more on making it easy for passengers to do online bookings and ticket reservation. This can be done by establishing an easy and user friendly web page that can be easily accessed. Table 5.5 shows that the satisfaction rate for both ticket reservation and online booking has a satisfaction rate of 9.53 and 9.81 for AWA and 8.53 and 8.26 for starbow.
- Management of the two airline companies must improve the provision of electronic ticketing. Electronic ticketing system is cheaper to operate and also provides convenience for the passenger. Managers can consider using mobile phone application in this regard. Mobile phones are commonly used and this could enhance electronic ticketing as shown in table 5.5
- Managers must also improve access and management of the advance ticketing system. If advance tickets are made to last for about five (5) days and also made easily accessible, customer satisfaction will improve. Tickets bought in advance should be made a bit cheaper to attract sales as expressed in table 5.3 by the ticketing department. Because advance tickets also help management to plan.

- They should also always assure passengers of the local airline industry of their safety and security and continue to make it their topmost priority as it is clear the passengers are more particular with the reliability as shown in table 5.10.
- As a matter of great concern, managers of the two airline companies should endeavour to provide security on-board all trips as shown 9 in table 5.10. This can be achieved by managers getting expert securities who are trained to provide this security services.
- Managers should device ways of getting the electronic contact details of all passengers at all times to enable managers employ modern and cheaper ways of knowing their passengers.
- Since customers of the local airline rate the attributes of responsiveness very high, management of the two airline companies should make sure they always engage the services of well trained personnel who can perform their duties with diligence.
- Also, the two airline companies should moderately price their services to meet the expectations of passengers. This can be achieved by finding innovative ways of cutting down operational costs.

7.2.3 : Recommendation for Policy Makers in Public Transport Services

- Given the importance of security of passengers and their belongings, Ghana, policy makers in the aviation sector should make it mandatory for the Ghana Aviation company to provide official

security at inside and outside the airport, thus at the departure and arrival halls, on-board a flight and outside the airport (the parking lot).

- Policy makers must employ modern technologies of internet provision in order to improve the reliability of internet services. This can be done by putting in place regulations that make it obligatory for service providers to do away with obsolete equipment and technology. Service providers who also provide intermittent services must be duly sanctioned. This will enhance the provision of online ticket reservations.
- Also, policy makers in the airline industry should implement policies that will reduce the fare of flight.

7.2.4 : Recommendation for Further Studies

The study evaluated CSI using passengers of the local airline industry in Ghana. Future studies could involve passengers of all airline companies so as to provide a broader perspective.

This study pooled passengers of Starbow airline company together and also did the same to the passengers of AWA airline companies. A case study approach involving more companies could also be adopted in future studies to reveal the true relative service quality performance of each company.

7.3 : Conclusion

The provision of services through the dimension of service qualities contribute significantly in achieving customer satisfaction in the local airline industry in Ghana.

Both Starbow and AWA airline companies seem to be on course in practicing the service quality practices though there is more room for improvement.

Reliability as one of the service quality dimensions, is the highest contributor of customer satisfaction in the local airline industry in Ghana.

REFERENCES.

- Ali, F., Omar, R., and Amin, M., (2013). “An examination of the relationships between physical environment, perceived value, image and behavioural intentions: A SEM approach towards Malaysian resort hotels”. *Journal of Hotel and Tourism Management*, 27(2) pp 9 - 26
- Ali, F., Zhou, Y., Hussain, K., Nair, P. K., & Ragavan, N. A (2016). *Does higher education service quality effect student satisfaction, image and loyalty? A study of international students in Malaysian public universities*. *Quality Assurance in Education*, Vol. 24(1), pp 70-94.
- Amin, M., Yahya, Z., Ismatim, W. F. A., Nasharuddin, S. Z., & kassim, E. (2013). *Service quality dimension and customer satisfaction: An empirical study in the Malaysian Hotel Industry*. *Services Marketing Quarterly*, Vol. 34(2), pp 115-125.
- Andaleeb, S.S., & Conway, C. (2006). *Customer satisfaction in the restaurant industry: An examination of the transaction-specific model*. *Journal of Services Marketing*, Vol. 20(1), pp 3- 11.
- Angur, M. G., Natarajan, R., and Jahera, Jr. J. S. (1999). “Service quality in the Banking Industry: Assessment in a Developing Economy”, *Journal of International Marketing*. Vol. 13(2), pp 132
- Archana, R., Subha. M.W. (2012). A study on service quality and passenger satisfaction on Ideian airlines. *International Journal of Multidisciplinary Research*. Vol. 4, No.7 international Journal of Buisness and management. pp. 61-67
- Bari, S. & Bitner, M. J., Bavik, A., Ekiz, H. E., Hussain, K. and Toner, S. (2001), AIRQUAL: A Multiple – Item Scale for Measuring Service Quality, Customer Satisfaction and Purchase

Intention, HOS – 414 Graduation Project (Thesis), Gazimagusa: Eastern Mediterranean University, School of Tourism and Hospitality Management.

Belas, J., & Gabcova, L. (2014). Reasons for satisfaction and Dissatisfaction of Bank Customers: study from Slovakia and the Czech Republic. *International Journal of Entrepreneurial knowledge*, Vol. 2(1), pp 4 – 13.

Belas, J., Cipovova, E., & Demjan, V. (2014). *Current trends in area of satisfaction of bank's clients in the Czech Republic and Slovakia*. *Transformation in Business & Economics*, Vol. 1303 (33) pp 219 – 234.

Bolton R.N and J.H. Drew. (1991). A multistage model of customers' assessments service quality value," *Journal Consumer Research*, vol. 17, pp. 375-384. (in: khuong, Uyen, 2014, p.328)

Burns, N., & Grove, S. K. (1993). The practice of nursing research. *Conduct, critique & utilization*, Vol. 4.

Chan, D. (2000). The development of the airline industry from 1978 to 1998. A strategic global overview. *Journal of Management Development*, Vol. 19 (6), pp 489-514

Chavan, J., & Ahmed, F. (2013). Factors Affecting on Customer Satisfaction in Retail Banking: An Empirical study. *International Journal of Business and Management Invention*, Vol. 2(1), pp 55 – 62.

Cochran, W. G. (1977). *Sampling techniques* (3rd Ed.). New York: John Wiley & Sons.

Cooper, D. R., & Schindler, P. S. (2001). *Business Research Methods* (7th Ed) McGraw-Hill Irwin, New York, NY.

- Cronin, J. J. & Taylor, S. A. (1992). "SERVPERF vs SERVQUAL"; Reconciling Performance Based and Perception – Minus – Expectation Measurement of Service Quality. *Journal of Marketing*, Vol. 58, pp 125-31.
- Cunningham, L.F., Young, C.E. and Lee, M. (2002), "Cross-cultural perspectives of service quality and risk in the air transportation", *Journal of Air Transportation*, Vol. 7 No. 1, pp. 3-26.
- De Vaus, D. (1993). *Research design in social research*: London: Sage.
- Eboli, L., & Mazzulla, G. (2009). A new customer satisfaction index for evaluating transit service quality. *Journal of Public Transportation*, Vol. 12(3), pp 2.
- Ekiz, H. E., Hussain, K. and Bavik, A. (2006). Perceptions of Service Quality in North Cyprus National Airline.
- Ghana Airport Company Limited (2012). "Business, Travel and Flight Information Journal". April, 2012.
- Ghana Airport Company Limited (2014). "Business, *Travel and Flight Information Journal*". April, 2014.
- Ghana Statistical Service, (2010). *Population and Housing Census*.
- Gilbert, D., & Wong, R. K. (2003). Passenger expectations and Airline Services: A Hong Kong based study. *Tourism Management*
- Gourdin, K. (1988), "Bringing quality back to commercial travel", *Transportation Journal*, Vol. 27 No. 3, pp. 23-29.
- Gronroos C. (1989) A. service quality model and its marketing multiplication *Europeans Journal of modeling* volume 18, No .4

- Gronroos, C. (1983). *Strategic Management and Marketing in the Service Sector*. Marketing Science Institute. Boston, MA.
- Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, Vol. 18 (4): pp 36-44.
- Guy, R. F., Edgley, C. E., Arafat, I. & Allen, D. E. (1987). *Social Research Methods; Puzzles and Solutions*, Allyn Newton, Massachusetts.
- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R. E. and Tatham R.L. (2006), *Multivariate data analysis*, 6th edition Prentice-Hall, New Jersey
- Han, X., Kworntnik, R. and Wang, C. (2008), "Service loyalty: an integrated model and examination across service contexts", *Journal of Service Research*, Vol. 11 No. 1, pp. 22-42.
- Herington, C., Weaven, S. (2009). E-retailing by banks: E-service quality and its importance to customer satisfaction. *European Journal of Marketing*, Vol. 43(9/10), pp 1220-1231.
- Heskett J.L., Jones, T. O., Loveman, G.W., Sasser Jr., W.E., Schlesinger, L.A. (1994) *Putting the service-profit chain to work*, Harvard Business Review, March-April 1994.
- Hill, N., Brierley, J., & MacDougall, R. (2003). *How to measure customer satisfaction*: Gower Publishing, Ltd.
- Hinson R., (2004), *The importance of service Quality In Ghana's banking sector; The marketing challenge*, Vol.7, Issue 3, PP. 16-18.
- Hoyle, B.S. (1988). *Development dynamics at the port-city interface*. In Revitalising the Waterfront: international Dimensions of dockland Redevelopment, edited by B.S.
- Johns, G. (1999). *A multi – level theory of self – serving behavior in and by organizations*. *Research in Organizational Behaviour* Vol. 21: pp 1-38

- Kandampulley, J (2002). Innovation as the core competency of service organization: the role of technology, knowledge and networks. *European Journal of Innovation Management*, Vol. 5 (1), pp 18-26
- Kaul, R. (1985) *Dynamics of tourism: a trilogy*, Ill.
- Krejcie, R. V., and Morgan, D. W. (1970). Determining sample size for research activities. *Education and Psychological Measurement*. 30; 607-610
- Lau, T.C., Kwek, C.L and Tan, H.P. (2011), “*Airline e-ticking service: how e-service quality and customer satisfaction impacted purchase intentions*”, *International Business Management*, Vol. 5 No. 4, pp. 200-208
- Levy, S.M. and Weitz, B.A. (2005). *Retailing Management*, the 6th Edition, McGraw-Hill,
- Lewis, B. R., & Mitchell, V. W. (1990). *Defining and measuring the quality of customer service*. *Marketing intelligence & planning*, vol. 8(6), pp 11-17.
- Mackay, k. J., & Crompton, J. L. (1988). *A conceptual model of customer evaluation of recreation service quality*. *Leisure studies*, Vol. 7, pp 41-49.
- McDougall, G. H., & Levesque, T. (2000). Customer satisfaction with services: putting perceived value into the equation. *Journal of services marketing*, Vol. 12(3): pp 177-194.
- McGivern, Y. (2006) „*The Practice of Market and Social Research: An introduction* (2nd Ed) Prentice Hall, Great Britain.
- Mikhaylov, A. S., Gumenuk, I. S., & Mikhaylova, A. A. (2015). *The SERVQUAL model in measuring service quality of public transportation: evidence from Russia*. *Calitatea*, Vol. 16(144), pp 78.
- Mouton, J. (1996). *Understanding social research*: Van Schaik Publishers.

- Nadiri, H. and Hussain, K. (2005), "Diagnosing the Zone of Tolerance for the Hotel Services", *Managing Service Quality*. Vol. 15(3) pp259 – 277.
- Nadiri, H., Hussain, k., Ekiz, E.H. & Erdogan, S. (2008). „An investigation on the factors influencing passenger“ loyalty in the North Cyprus national airline“, *TQM Journal*, Vol. 20(3): pp 265-280
- Namukasa, J. (2013), "The influence of airline service quality on passenger satisfaction and loyalty: the case of Uganda airline industry", *The TQM Journal*, Vol. 25 No. 5, pp. 520-532
- Neuman, W. L. (2007). *Basics of Social Research: Qualitative and Quantitative Approaches*. New Delhi: transportation and Marketing.
- Nunnally, J. C. (1978). *Psychometric Theory*. McGraw-Hill, New York, NY. Nyer, P. U. (2000). An Investigation into Whether Complaining can cause Increased Consumer Satisfaction. *Journal of Consumer Marketing*. Vol. 17 (1), pp 9-19.
- Nunnally, J. C., Bernstein, I. H., & Berge, J. M. T. (1967). *Psychometric theory* (Vol. 226). New York: McGraw-Hill.
- O' Neill, M., and Palmer, A. (2004), "Cognitive dissonance and the stability of service quality perceptions", *Journal of service marketing*, Vol. 18 No. 6, pp. 433-449.
- Oliver, R. L. (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. Boston: McGraw-Hill.
- Oliver, R.L (1993). *A conceptual model of service quality and service satisfaction: Compatible goals, different concepts, in advances,*" in *Service Marketing and Management*, Vol. 2, pp.65-85.
- Ostrowski, P.L., O'Brien, T. and Gordon, G. (1993), „„service quality and customer loyalty in the commercial airline industry““, *Journal of Travel Research*, Vol. 10, pp.16-24.

- Oyeoubu A.J, Oyebesi T.O. & Olateju O. I. & Sasede T. (2014). An Assessment of Effects Service Quality on Performance of a Road Transport Company in Nigeria. *International Journal of Engineering Research and Technology*. 3(2), 11-19.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *The Journal of Marketing*, pp 41-50.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perc. *Journal of retailing*, 64(1), 12.
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1990), "Refinement and reassessment of the SERVQUAL scale", *Journal of Retailing*, Vol. 67, pp. 420-450.
- Park, J.W., Robertson, R. & Wu, C.L. (2005). Investigating the effect of airline service quality on airline passengers' future behavioral intentions. *Journal of Tourism studies*, Vol. 16 (1), pp 67- 87.
- Polit, D. F. & Hungler B. P. (1993). *Nursing research: Principles and methods*. 3rd edition.
Philadelphia: Lippincott
- Prayag, G. (2007) Assessing international tourists' perceptions of service quality at Air Mauritius, *International Journal of Quality & Reliability Management*, Vol.24 (5).
- Rhoades, D. (2006). *Growth, customer service and profitability Southwest style*. *Managing Service Quality*, Vol. 16(5), pp 538-547.
- Robinson, J.P., Shaver,P.R and Wrightman L.S., (1991), *Measures of Personality and Social Psychological Attitude*, San Diego: Academics Press
- Rust, R. T. and Oliver, R. L. (1994). *Service quality: insights and managerial implications from*

- Saha, G. C. and Theingi, (2009), “*Service quality, satisfaction and behavioral intention: a study of low cost airlines in Thailand*”, *Managing service quality*, Vol. 19, No.3.
- Sasser, W.E., Olsen, R.P. and Wyckoff, D.D. (1978), *Management of service operations*, Allyn and Bacon, Boston, MA.
- Sedgwick, P. (2014). Cross sectional studies: Advantages and disadvantages. *BMJ*, 348.
- Seth, N. & Deshmukh, S.G. (2005). Service quality models: a review. *International Journal of Quality & Reliability Management*. Vol. 22(9), pp 913-949.
- Shahin, A., & Samea, M. (2010). *Developing the models of service quality gaps: a critical discussion*. *Business Management and Strategy*, Vol. 1(1), pp 1.
- Shahin, A. (2006). *SERQVAL and model of service quality gaps: A framework for determining and prioritizing critical factor in delivering quality services in: partha sarathy V. (Ed.). Service quality – An introduction* (pp. 117-131).
- Sultan, F. and Simpson, M.C. (2000). International service variants: Airline passenger Expectations and perceptions of service Quality, *Journal of services Marketing*, Vol. 14(2), pp 188-216.
- Taylor, S.A. and Baker, T. L. (1994) An assessment of the relationship between service and customer satisfaction in the formation of customers’ purchase intentions, *Journal of Retailing*, Vol 70(2) pp. 163-178
- Teboul, J. (1991), *Managing Quality Dynamics*, Prentice-hall, London. The frontier in R. T. Rust and R. L. Oliver (eds.) *Service Quality: New Directions in Theory and Practice*: pp 1-19. California: Sage.
- The European Commission Passenger Transport Statistics Report, (2012)

- Theobald, W. F. (1994), *The context, meaning and scope of tourism in Theobald, W. F. (ed), Global Tourism: The Next Decade*, Butterworth – Heinemann, Oxford , pp. 3 – 9.
- Tiernam, S., Rhoades, D. Waguespark Jr, B (2008/2) Airline alliance service quality performance analysis of Vs and EU member airlines, *Journal of Air Transport Management*, Vol. 14, pp.99-102.
- Truitt, L. Haynes, R. (1994) Evaluating service quality and productivity in the regional airline industry, *Transportation Journal*, Vol. 33(4) PP.21-32
- Tsoukatos, E. and Mastrojianni, E. (2010),” Key determinant of service quality in retail banking”, *EuroMed Journal of Business*, Vol. 5 No. 1, pp.85-100.
- Van Iwaarden, J., Van der Wide, T., Ball, L., Millan, R. (2003). Appiying SERVQUAL to web sites: an exploratory study. *International Journal of quality and Reliability Management*, Vol. 20(8), pp 919-935.
- Weiss, N. A. (2005). *Elementary Statistics* (6 ed.). New York: Pearson Education, Inc.
- Wu, H.C and Cheng, C.C. (2013), “A hierarchical model of service quality in the airline industry”, *Journal of Hospitality and Tourism Management*, Vol. 14 No.3, pp. 218-244
- Wu , H. C and Ko, Y.J.(2013) Assessment of service quality in the hotel industry. *Journal of Quality Assurance in Hospitality and Tourism* Vol 14 No.3, pp 218-244
- Zeithaml, V., Berry, L., and Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, Vol. 60, pp 31-46.
- Zeithaml, V.A., Berry, l.l. and Parasuraman, A. (1993), ,,,The nature and determinants of customer expectations of service“““, *Journal of the academy of marketing science*, vol.21.

Zeithaml, V.A., Bitner, M.J., & Gremler, D.D. (2006). *Services marketing: integrating customer focus across the firm* (4th ed., pp.117). Singapore: McGraw-Hill

WEBOGRAPHY

www.fly540africa.com/ghana.aspx

www.flyafrieworld.com

www.flystarbow.com

www.gcaa.com.gh

www.ghanairports.com.gh

www.airlineshistory.co.uk/Africa/Ghana/Airlines.asp

APPENDIX A

KREJCIE-MORGAN-SAMPLE-SIZE-TABLE

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

APPENDIX B

Table 5. 1: Reliability Test of Satisfaction ratings

ATTRIBUTES OF RELIABILITY		AWA Cronbach's Alpha		Starbow Cronbach's Alpha	
		Importance Ratings	Satisfaction Ratings	Importance Ratings	Satisfaction Ratings
PSR1	Aircrafts depart on the scheduled departure times	0.914	0.957	0.960	0.890
PSR2	Aircrafts arrive on the scheduled arrival times	0.917	0.960	0.962	0.895
PSR3	Check-in of passengers is done on the scheduled times	0.920	0.958	0.968	0.891
PSR4	Satisfaction with the number of flight cancellations	0.916	0.963	0.965	0.897
PSR5	Honoring of reservations by this airline	0.919	0.970	0.969	0.892
PSR6	Satisfaction with the number of travel times per week by this airline.	0.915	0.959	0.966	0.896
PSR7	Satisfaction with the departure times for this airline	0.921	0.969	0.963	0.893
PSR8	Satisfaction with the arrival times for this airline	0.917	0.957	0.965	0.891
PSR9	Ticket procurement availability	0.914	0.959	0.962	0.897

PSR10	Encountering system failures during online booking for this airline	0.918	0.970	0.964	0.892
-------	---	-------	-------	-------	-------

Attribute of Assurance		AWA Cronbach's Alpha		Starbow Cronbach's Alpha	
		Importance Ratings	Satisfaction Ratings	Importance Ratings	Satisfaction Ratings
PSA1	Willingness to answer customer questions by ticketing	0.915	0.961	0.967	0.894
PSA2	Willingness to answer passenger questions at check-in	0.920Z	0.965	0.963	0.896
PSA3	Willingness to answer passengers questions by air hostess	0.916	0.962	0.966	0.893
PSA4	Passengers are searched thoroughly for prohibited items before boarding an aircraft	0.922	0.966	0.961	0.895
PSA5	Intactness of luggage on arrival	0.920	0.965	0.960	0.891
PSA6	Developing of faults by aircrafts just before flights	0.916	0.969	0.964	0.897
PSA7	Developing of faults by aircrafts during flights	0.919	0.961	0.963	0.892
PSA8	Making of unscheduled landing of aircrafts	0.929	0.964	0.968	0.896
PSA9	Clean appearance of crew members	0.923	0.968	0.965	0.890

PSA10	Neat appearance of crew members	0.930	0.957	0.960	0.890
PSA11	Courtesy accorded to passengers at check-in	0.925	0.960	0.965	0.894
PSA12	Courtesy accorded to passengers by air hostess	0.914	0.969	0.961	0.891
PSA13	Courtesy accorded to customer at ticketing	0.918	0.961	0.970	0.897

ATTRIBUTE OF TANGIBLE

		AWA Cronbach's Alpha		Starbow Cronbach's Alpha	
		Importance Ratings	Satisfaction Ratings	Importance Ratings	Satisfaction Ratings
PST1	Visual appearance of aircraft	0.921	0.958	0.963	0.893
PST2	Visually appealing of aircraft internal decorations	0.926	0.965	0.969	0.895
PST3	Space for hand luggage in aircrafts	0.929	0.963	0.962	0.892
PST4	Flexibility of seats in aircrafts	0.927	0.967	0.96	0.894
PST5	Seats are spaciouly arranged in the aircrafts	0.915	0.961	0.970	0.897
PST6	Friendly communicating	0.930	0.968	0.963	0.890

materials eg. Speakers

PST7	Aircraft cleanliness before boarding an aircraft	0.925	0.962	0.968	0.892
------	--	-------	-------	-------	-------

ATTRIBUTE OF EMPATHY

		AWA Cronbach's Alpha		Starbow Cronbach's Alpha	
		Importance Ratings	Satisfaction Ratings	Importance Ratings	Satisfaction Ratings
PSE1	Provision of caring for passengers at check-in	0.917	0.964	0.966	0.895
PSE2	Provision of caring for passengers by air hostess	0.914	0.969	0.961	0.893
PSE3	Individualized attention to passengers at check-in	0.919	0.966	0.969	0.896
PSE4	Individualized attention to passengers by air hostess	0.930	0.970	0.969	0.893
PSE5	Informing passengers in a language they can understand by air hostess	0.914	0.957	0.960	0.896
PSE6	Informing passengers in a language they can understand at check-in	0.916	0.969	0.970	0.894
PSE7	Understanding passenger's specific needs by air hostess	0.918	0.959	0.962	0.892
PSE8	Understanding passenger's specific needs at check-in	0.920	0.963	0.968	0.897

PSE9	Understanding customer's specific needs by ticketing personnel	0.926	0.968	0.961	0.895
PSE10	Meeting passenger's specific needs by air hostess	0.923	0.962	0.964	0.890
PSE11	Meeting passenger's specific needs at check-in	0.928	0.964	0.967	0.893
PSE12	Meeting passenger's specific needs by ticket personnel	0.925	0.967	0.965	0.896
PSE13	Links to other transport system	0.927	0.961	0.969	0.891
PSE14	Prompting customers early about flight delays	0.923	0.960	0.967	0.895
PSE15	Informing customers about reasons for flight delays	0.928	0.969	0.960	0.892
PSE14	Prompting customers early about flight cancellations	0.921	0.963	0.964	0.897
PSE15	Informing customers about reasons for flight cancellation	0.929	0.969	0.970	0.897
PSE16	Provision of accommodations for passengers when there is flight cancellation.	0.925	0.965	0.960	0.890

ATTRIBUTE OF RESPONSIVENESS

		AWA Cronbach's Alpha		Starbow Cronbach's Alpha	
		Importance Ratings	Satisfaction Ratings	Importance Ratings	Satisfaction Ratings
PSRE1	Dealing with the customer's request appropriately at ticketing	0.915	0.957	0.965	0.892
PSRE2	Dealing with the passenger's request appropriately at check-in	0.918	0.968	0.962	0.895
PSRE3	Dealing with the passenger's request appropriately by air hostess	0.921	0.966	0.960	0.897
PSRE4	Answering questions accurately by ticketing personnel.	0.925	0.962	0.963	0.891
PSRE5	Answering questions accurately by air hostess.	0.930	0.965	0.965	0.894
PSRE6	Answering questions accurately at check-in	0.928	0.957	0.968	0.895
PSRE7	Handling questions promptly by ticketing personnel	0.923	0.968	0.961	0.890
PSRE8	Handling questions promptly by air hostess	0.926	0.961	0.963	0.8970
PSRE9	Handling questions promptly at check-in	0.920	0.970	0.958	0.896
PSRE10	Responding to customer complaints promptly by ticketing personnel	0.915	0.967	0.960	0.890

PSRE11	Responding to passenger complaints promptly by air hostess	0.919	0.963	0.970	0.897
PSRE12	Responding to passenger complaints promptly at check-in	0.925	0.969	0.961	0.0895
PSRE13	Processing of ticket reservations for this airline is easy	0.930	0.962	0.965	0.892
PSRE14	Tickets for this airline can only be purchased at its offices	0.929	0.965	0.968	0.894

Source: Author's Field Study

APPENDIX C

UNIVERSITY OF GHANA BUSINESS SCHOOL.

DEPARTMENT OF OPERATION MANAGEMENT AND INFORMATION SYSTEMS

UNIVERSITY OF GHANA, LEGON

SURVEY QUESTIONNAIRE

(to be answered by air hostess)

This study is being conducted by an M.Phil Operations Management Student of the University of Ghana Business School on the topic “**Customer Satisfaction in the local airline industry. A Total Quality Management Approach**” from the Department of Operations Management and Information Systems. I humbly request you to fill the questionnaire below by ticking the most suitable option that applies to you. Please be informed that all the information that would be obtained through this questionnaire administration is purely for academic purposes only and a study to expand the frontiers of knowledge in the field and that respondents are assured of uttermost confidentiality of information provided. Your participation is voluntary and your responses shall be confidential and shall not be linked to your organisation personally. Thank you for your cooperation.

Researcher: Mark.Philip Gaison (gaisonmacphilip@gmail.com, 0203843910/0266552434)

Please tick () the appropriate box.

SECTION A:

GENERAL INFORMATION

1. Gender:

a. Male

b. Female

2. Age:

a. 18-25 years

b. 26-35 years

c. 36-45 years

d. 46 and above

3. Highest Educational Qualification.

- a. SSS
- b. Certificate
- c. Diploma/HND
- d. Degree
- e. Professional
- f. Other

4. Which airline company do you work in?

- a. AWA
- b. Starbow

5. How many years have you been working in your company?

- a. 1-5 yrs
- b. 6-10yrs
- c. 10yrs and above

SECTION B

INFORMATION AND SERVICES

6. How many local language(s) can you speak?

- a. One
- b. Two
- c. three
- d. More than three

7. Name the local language(s) you speak

- a.

- b.
- c.
- d.

8. How many foreign languages can you speak?

- a. One
- b. Two
- c. three
- d. More than three

9. Name the foreign language(s) you speak

- a.
- b.
- c.
- d.

10. What pre-flight information is given to passengers?

- a.
- b.
- c.
- d.
- e.

11. What information is given to passengers on board?

- a.

b.

c.

d.

12. What information are given to passengers before an aircraft lands?

a.

b.

c.

d.

e.

13. Do you assist passengers with their hand luggage?

a. Yes

b. No

14. Do you assist passengers to locate their seat?

a. Yes

b. No

15. How often do you serve passengers with food per flight?

a. Once

b. Twice

c. Thrice

d. Upon request

16. How often do you serve passengers with drinks per flight?

a. Once

b. Twice

c. Thrice

d. Upon request

APPENDIX D

UNIVERSITY OF GHANA BUSINESS SCHOOL.

DEPARTMENT OF OPERATION MANAGEMENT AND INFORMATION SYSTEMS

UNIVERSITY OF GHANA, LEGON

SURVEY QUESTIONNAIRE

(to be answered by ticketing personnel)

This study is being conducted by an M.Phil Operations Management Student of the University of Ghana Business School on the topic “**Customer Satisfaction in the local airline industry. A Total Quality Management Approach**” from the Department of Operations Management and Information Systems. I humbly request you to fill the questionnaire below by ticking the most suitable option that applies to you. Please be informed that all the information that would be obtained through this questionnaire administration is purely for academic purposes only and a study to expand the frontiers of knowledge in the field and that respondents are assured of uttermost confidentiality of information provided. Your participation is voluntary and your responses shall be confidential and shall not be linked to your organisation personally. Thank you for your cooperation.

Researcher: Mark.Philip Gaison (gaisonmacphilip@gmail.com, 0203843910/0266552434)

Please tick () the appropriate box.

SECTION A:

GENERAL INFORMATION

1. Gender:

a. Male

b. Female

2. Age:

a. 18-25 years

b. 26-35 years

c. 36-45 years

d. 46 and above

3. Highest Educational Qualification.

a. SSS

b. Certificate

c. Diploma/HND

d. Degree

e. Professional

f. Other

4. Which airline company do you work in?

a. AWA

b. Starbow

5. How many years have you been working in your company?

a. 1-5 yrs

b. 6-10yrs

c. 10yrs and above

6. Which airline service(s) does your company engage in?

a. Local

b. International

c. Both local and international

SECTION B.
ACCESS AND INFORMATION

7. Do you produce your own tickets?
- a. Yes
 - b. No
8. If your answer to question 7 is No, how do you get your tickets?
- a.
 - b.
 - c.
9. Do you sell advance tickets (booking)?
- a. Yes
 - b. No
10. If answer to 9 above is Yes, what is the maximum length of advance?
- a.0-2 days
 - b.3-4 days
 - c. 5 days and above
11. Do you operate online ticketing (booking)?
- a. Yes
 - b. No
12. If answer to 11 above is yes, what is the maximum length of advance?
- a.0-2 days
 - b.3-4 days
 - c. 5 days and above
13. What is the accepted mode of payment of tickets in your company?
- a. Cash only
 - b. Cash and Mobile Money only
 - c. Cash and Credit Card only
 - d. Cash, mobile Money and Credit Card
14. In the event of cancelation of a trip by passenger after ticket purchase, do you provide refund?

a. Yes

b. No

15. If answer to 18 above is yes, indicate the manner of refund

a. Percentage deduction

b. Half refund

c. Full refund

d. Other (Specify)

16. Is the seat number of the flight written on the ticket on the spot purchase?

a. Yes

b. No

17. Is the seat number of the flight written on the ticket for booking?

a. Yes

b. No

18. Is the destination of the flight written on the ticket?

a. Yes

b. No

19. Is the departure time of the flight written on the ticket?

a. Yes

b. No

20. Is the arrival time of the flight written on the ticket?

a. Yes

b. No

21. Is the maximum weight of a hand luggage written on the ticket?

a. Yes

b. No

22. Is the aircraft number written on the ticket?

a. Yes

b. No

APPENDIX E

UNIVERSITY OF GHANA BUSINESS SCHOOL.

DEPARTMENT OF OPERATION MANAGEMENT AND INFORMATION SYSTEMS

UNIVERSITY OF GHANA, LEGON

SURVEY QUESTIONNAIRE

(to be answered by crew members)

This study is being conducted by an M.Phil Operations Management Student of the University of Ghana Business School on the topic “**Customer Satisfaction in the local airline industry. A Total Quality Management Approach**” from the Department of Operations Management and Information Systems. I humbly request you to fill the questionnaire below by ticking the most suitable option that applies to you. Please be informed that all the information that would be obtained through this questionnaire administration is purely for academic purposes only and a study to expand the frontiers of knowledge in the field and that respondents are assured of uttermost confidentiality of information provided. Your participation is voluntary and your responses shall be confidential and shall not be linked to your organisation personally. Thank you for your cooperation.

Researcher: Mark. Philip Gaison (gaisonmacphilip@gmail.com, 0203843910/0266552434)

Please tick () the appropriate box.

SECTION A:

GENERAL INFOMATION

1. Gender:

a. Male

b. Female

2. Age:

a. 18-25 years

b. 26-35 years

c. 36-45 years

d. 46 and above

3. Highest Educational Qualification.

a. 1st Degree

- b. Master
- c. PHD
- d. Professional
- e. Others

4. Which airline company do you work in?

- c. AWA
- d. Starbow

5. How many years have you been working in your company?

- a. 1-5 yrs
- b. 6-10yrs
- c. 10yrs and above

6. Which airline service(s) does your company engage in?

- a. Local
- b. International
- c. Both local and international

7. Indicate the number of scheduled flight(s) per week from Accra to the following destinations.

- a. Kumasi
- b. Tamale
- c. Sunyani
- d. Takoradi

8. Indicate the number of scheduled flight(s) per week from Kumasi to the following destination.

- a. Accra

- b. Tamale
- c. Sunyani
- d. Takoradi

9. Indicate the number of scheduled flight(s) per week from Tamale to the following destinations.

- a. Kumasi
- b. Accra
- c. Sunyani
- d. Takoradi

10. Indicate the number of scheduled flight(s) per week from Sunyani to the following destinations.

- a. Kumasi
- b. Tamale
- c. Accra
- d. Takoradi

11. Indicate the number of scheduled flight(s) per week from Takoradi to the following destinations.

- a. Kumasi
- b. Tamale
- c. Sunyani
- d. Accra

SECTION B

OPERATIONAL INFORMATION

12. For our operations in Ghana, we always acquire?
- a. Brand new aircrafts
 - b. Used aircrafts
 - c. Both used and brand new aircrafts
13. Do you proceed to inspect your aircraft after clearance?
- a. Yes
 - b. No
14. On the average, how often do you service your aircrafts?
- a. Daily
 - b. Weekly
 - c. Monthly
 - d. Other (Specify)
15. Do you have scheduled maintenance plan for the aircrafts?
- a. Yes
 - b. No
16. If answer to 15 above is Yes, what are the scheduled maintenance for an aircraft?
- a. Monthly
 - b. Quarterly
 - c. Yearly
 - d. Others (specify)
17. Does your company operate its own maintenance hangar?
- a. Yes
 - b. No

18. If answer to 17 is No, where do you have your maintenance?

a.

b.

c.

19. What is the exit plan for an aircraft in your company?

a. 0-4 yrs

b. 5-7yrs

c. 8 yrs ands above

APPENDIX F

UNIVERSITY OF GHANA BUSINESS SCHOOL.

DEPARTMENT OF OPERATION MANAGEMENT AND INFORMATION SYSTEMS

UNIVERSITY OF GHANA, LEGON

SURVEY QUESTIONNAIRE

(to be answered by crew members)

This study is being conducted by an M.Phil Operations Management Student of the University of Ghana Business School on the topic “**Customer Satisfaction in the local airline industry. A Total Quality Management Approach**” from the Department of Operations Management and Information Systems. I humbly request you to fill the questionnaire below by ticking the most suitable option that applies to you. Please be informed that all the information that would be obtained through this questionnaire administration is purely for academic purposes only and a study to expand the frontiers of knowledge in the field and that respondents are assured of uttermost confidentiality of information provided. Your participation is voluntary and your responses shall be confidential and shall not be linked to your organisation personally. Thank you for your cooperation.

Researcher: Mark. Philip Gaison (gaisonmacphilip@gmail.com, 0203843910/0266552434)

Please tick () the appropriate box.

SECTION A:

GENERAL INFORMATION

1. Gender:

a. Male

b. Female

2. Age:

a. 18-25 years

b. 26-35 years

c. 36-45 years

d. 46 and above

3. Highest Educational Qualification.

a. 1st Degree

- b. Master
- c. PHD
- d. Professional
- e. Others

4. Which airline company do you work in?

- e. AWA
- f. Starbow

5. How many years have you been working in your company?

- a. 1-5 yrs
- b. 6-10yrs
- c. 10yrs and above

6. Which airline service(s) does your company engage in?

- a. Local
- b. International
- c. Both local and international

7. Indicate the number of scheduled flight(s) per week from Accra to the following destinations.

- a. Kumasi
- b. Tamale
- c. Sunyani
- d. Takoradi

8. Indicate the number of scheduled flight(s) per week from Kumasi to the following destination.

- a. Accra

- b. Tamale
- c. Sunyani
- d. Takoradi

9. Indicate the number of scheduled flight(s) per week from Tamale to the following destinations.

- a. Kumasi
- b. Accra
- c. Sunyani
- d. Takoradi

10. Indicate the number of scheduled flight(s) per week from Sunyani to the following destinations.

- a. Kumasi
- b. Tamale
- c. Accra
- d. Takoradi

11. Indicate the number of scheduled flight(s) per week from Takoradi to the following destinations.

- a. Kumasi
- b. Tamale
- c. Sunyani
- d. Accra

SECTION B

OPERATIONAL INFORMATION

12. For our operations in Ghana, we always acquire?

- a. Brand new aircrafts

- b. Used aircrafts
- c. Both used and brand new aircrafts

13. Do you proceed to inspect your aircraft after clearance?

- a. Yes
- b. No

14. On the average, how often do you service your aircrafts?

- a. Daily
- b. Weekly
- c. Monthly
- d. Other (Specify)

15. Do you have scheduled maintenance plan for the aircrafts?

- a. Yes
- b. No

16. If answer to 15 above is Yes, what are the scheduled maintenance for an aircraft?

- e. Monthly
- f. Quarterly
- g. Yearly
- h. Others (specify)

17. Does your company operate its own maintenance hangar?

- a. Yes
- b. No

18. If answer to 17 is No, where do you have your maintenance?

- a.
- b.
- c.

19. What is the exit plan for an aircraft in your company?

a. 0-4 yrs

b. 5-7yrs

c. 8 yrs ands above

APPENDIX G

UNIVERSITY OF GHANA BUSINESS SCHOOL.

DEPARTMENT OF OPERATION MANAGEMENT AND INFORMATION SYSTEMS

UNIVERSITY OF GHANA, LEGON

SURVEY QUESTIONNAIRE

(to be answered by passengers)

This study is being conducted by an M.Phil Operations Management Student of the University of Ghana Business School on the topic “**Customer Satisfaction in the local airline industry. A Total Quality Management Approach**” from the Department of Operations Management and Information Systems. I humbly request you to fill the questionnaire below by ticking the most suitable option that applies to you. Please be informed that all the information that would be obtained through this questionnaire administration is purely for academic purposes only and a study to expand the frontiers of knowledge in the field and that respondents are assured of uttermost confidentiality of information provided. Your participation is voluntary and your responses shall be confidential and shall not be linked to your organisation personally. Thank you for your cooperation.

Researcher: Mark.Philip Gaison (gaisonmacphilip@gmail.com, 0203843910/0266552434)

Please tick () the appropriate box.

PART 1

GENERAL DATA ON RESPONDENTS

1. Gender:

a. Male

b. Female

2. Age:

a. 18-25 years

b. 26-45 years

c. 46-60 years

d. 60 and above

3. Highest Educational Qualification.

a. No Education

- b. O/A level
- c. HND/Degree
- d. Professional/Postgraduate

4. Occupation (Tick as many as applicable)

- a. Student
- b. Self-employed
- c. Civil/Public Servant
- d. Businessman/Woman/Private Sector

5. Income range per month (GH)

- a. 0-1000
- b. 1001-2,000
- c. 2,001- 3,000
- d. 3,001-4,000
- e. 4,001 - above

6. I am

- a. a Ghanaian
- b. from another Africa country
- c. from Europe
- d. Others, Specify.....

7. Travel frequency per year

- a. 0-2times
- b. 3-5times
- c. More than 5 times

8. Which airline do you often travel with?

a. Starbow

b. AWA

9. Provide a reason for your choice

.....

.....

.....

.....

10. How many times have you used air transport service?

a. 3-5 times

b. 6-10 times

c. Over 10 times

PART (II) – IMPORTANCE RATINGS

Please, indicate (tick where appropriate) on the ten-point numeric scholastic scale ranging from 1 to 10, the level of your perception/satisfactory rating with regards to the following service quality attributes of public transportation. Where 1 = extremely poor through to 10 = Excellent. This should be completed first.

ATTRIBUTES OF RELIABILITY		1	2	3	4	5	6	7	8	9	10
PSR1	Aircrafts depart on the scheduled departure times										
PSR2	Aircrafts arrive on the scheduled arrival times										
PSR3	Check-in of passengers is done on the scheduled times										
PSR4	Satisfaction with the number of flight cancellations										
PSR5	Honoring of reservations by this airline										

PSR6	Satisfaction with the number of travel times per week by this airline.																		
PSR7	Satisfaction with the departure times for this airline																		
PSR8	Satisfaction with the arrival times for this airline																		
PSR9	Ticket procurement availability																		
PSR10	Encountering system failures during online booking for this airline																		

12. ATTRIBUTES OF ASSURANCE

PSA1	Willingness to answer customer questions by ticketing																		
PSA2	Willingness to answer passenger questions at check-in																		
PSA3	Willingness to answer passengers questions by air hostess																		
PSA4	Passengers are searched thoroughly for prohibited items before boarding an aircraft																		
PSA5	Intactness of luggage on arrival																		
PSA6	Developing of faults by aircrafts just before flights																		
PSA7	Developing of faults by aircrafts during flights																		
PSA8	Making of unscheduled landing of aircrafts																		
PSA9	Clean appearance of crew members																		
PSA10	Neat appearance of crew members																		

PSA11	Courtesy accorded to passengers at check-in																		
PSA12	Courtesy accorded to passengers by air hostess																		
PSA13	Courtesy accorded to customer at ticketing																		

13. ATTRIBUTES OF TANGIBLE

PST1	Visual appearance of aircraft																		
PST2	Visually appealing of aircraft internal decorations																		
PST3	Space for hand luggage in aircrafts																		
PST4	Flexibility of seats in aircrafts																		
PST5	Seats are spaciouly arranged in the aircrafts																		
PST6	Friendly communicating materials eg. Speakers																		
PST7	Aircraft cleanliness before boarding an aircraft																		

14. ATTRIBUTES OF EMPATHY

PSE1	Provision of caring for passengers at check-in																		
PSE2	Provision of caring for passengers by air hostess																		
PSE3	Individualized attention to passengers at check-in																		
PSE4	Individualized attention to passengers by air hostess																		
PSE5	Informing passengers in a language they can understand by air hostess																		
PSE6	Informing passengers in a language they can understand at check-in																		

PSE7	Understanding passenger's specific needs by air hostess																		
PSE8	Understanding passenger's specific needs at check-in																		
PSE9	Understanding customer's specific needs by ticketing personnel																		
PSE10	Meeting passenger's specific needs by air hostess																		
PSE11	Meeting passenger's specific needs at check-in																		
PSE12	Meeting passenger's specific needs by ticket personnel																		
PSE13	Links to other transport system																		
PSE14	Prompting customers early about flight delays																		
PSE15	Informing customers about reasons for flight delays																		
PSE14	Prompting customers early about flight cancellations																		
PSE15	Informing customers about reasons for flight cancellation																		
PSE16	Provision of accommodations for passengers when there is flight cancellation.																		

15. ATTRIBUTES OF RESPONSIVENESS

PSRE1	Dealing with the customer's request appropriately at ticketing																		
PSRE2	Dealing with the passenger's request appropriately at check-in																		
PSRE3	Dealing with the passenger's request																		

	appropriately by air hostess																		
PSRE4	Answering questions accurately by ticketing personnel.																		
PSRE5	Answering questions accurately by air hostess.																		
PSRE6	Answering questions accurately at check-in																		
PSRE7	Handling questions promptly by ticketing personnel																		
PSRE8	Handling questions promptly by air hostess																		
PSRE9	Handling questions promptly at check-in																		
PSRE10	Responding to customer complaints promptly by ticketing personnel																		
PSRE11	Responding to passenger complaints promptly by air hostess																		
PSRE12	Responding to passenger complaints promptly at check-in																		
PSRE13	Processing of ticket reservations for this airline is easy																		
PSRE14	Tickets for this airline can only be purchased at its offices																		

PART (III) – PERCEPTIONS/SATISFACTORY RATINGS

Please, indicate (tick where appropriate) on the ten-point numeric scholastic scale ranging from 1 to 10, the level of your perception/satisfactory rating with regards to the following service quality attributes of public transportation. Where 1 = extremely poor through to 10 = Excellent. This should be completed after service experience.

ATTRIBUTES OF RELIABILITY		1	2	3	4	5	6	7	8	9	10
PSR1	Aircrafts depart on the scheduled departure times										
PSR2	Aircrafts arrive on the scheduled arrival times										
PSR3	Check-in of passengers is done on the scheduled times										
PSR4	Satisfaction with the number of flight cancellations										
PSR5	Honoring of reservations by this airline										
PSR6	Satisfaction with the number of travel times per week by this airline.										
PSR7	Satisfaction with the departure times for this airline										
PSR8	Satisfaction with the arrival times for this airline										
PSR9	Ticket procurement availability										
PSR10	Encountering system failures during online booking for this airline										
<p>12. ATTRIBUTES OF ASSURANCE</p>											

PSA1	Willingness to answer customer questions by ticketing																		
PSA2	Willingness to answer passenger questions at check-in																		
PSA3	Willingness to answer passengers questions by air hostess																		
PSA4	Passengers are searched thoroughly for prohibited items before boarding an aircraft																		
PSA5	Intactness of luggage on arrival																		
PSA6	Developing of faults by aircrafts just before flights																		
PSA7	Developing of faults by aircrafts during flights																		
PSA8	Making of unscheduled landing of aircrafts																		
PSA9	Clean appearance of crew members																		
PSA10	Neat appearance of crew members																		
PSA11	Courtesy accorded to passengers at check-in																		
PSA12	Courtesy accorded to passengers by air hostess																		
PSA13	Courtesy accorded to customer at ticketing																		
13. ATTRIBUTES OF TANGIBLE																			
PST1	Visual appearance of aircraft																		
PST2	Visually appealing of aircraft internal decorations																		
PST3	Space for hand luggage in aircrafts																		
PST4	Flexibility of seats in aircrafts																		
PST5	Seats are spaciouly arranged in the aircrafts																		

PST6	Friendly communicating materials eg. Speakers																		
PST7	Aircraft cleanliness before boarding an aircraft																		
14. ATTRIBUTES OF EMPATHY																			
PSE1	Provision of caring for passengers at check-in																		
PSE2	Provision of caring for passengers by air hostess																		
PSE3	Individualized attention to passengers at check-in																		
PSE4	Individualized attention to passengers by air hostess																		
PSE5	Informing passengers in a language they can understand by air hostess																		
PSE6	Informing passengers in a language they can understand at check-in																		
PSE7	Understanding passenger's specific needs by air hostess																		
PSE8	Understanding passenger's specific needs at check-in																		
PSE9	Understanding customer's specific needs by ticketing personnel																		
PSE10	Meeting passenger's specific needs by air hostess																		
PSE11	Meeting passenger's specific needs at check-in																		
PSE12	Meeting passenger's specific needs by ticketing personnel																		
PSE13	Links to other transport system																		
PSE14	Prompting customers early about flight delays																		
PSE15	Informing customers about reasons for flight																		

	delays																		
PSE14	Prompting customers early about flight cancellations																		
PSE15	Informing customers about reasons for flight cancellation																		
PSE16	Provision of accommodations for passengers when there is flight cancellation.																		

15. ATTRIBUTES OF RESPONSIVENESS

PSRE1	Dealing with the customer's request appropriately at ticketing																		
PSRE2	Dealing with the passenger's request appropriately at check-in																		
PSRE3	Dealing with the passenger's request appropriately by air hostess																		
PSRE4	Answering questions accurately by ticketing personnel.																		
PSRE5	Answering questions accurately by air hostess.																		
PRSE6	Answering questions accurately at check-in																		
PSRE7	Handling questions promptly by ticketing personnel																		
PSRE8	Handling questions promptly by air hostess																		
PSRE9	Handling questions promptly at check-in																		
PSRE10	Responding to customer complaints promptly by ticketing personnel																		
PSRE11	Responding to passenger complaints promptly by air hostess																		

PSRE12	Responding to passenger complaints promptly at check-in												
PSRE13	Processing of ticket reservations for this airline is easy												
PSRE14	Tickets for this airline can only be purchased at its offices												