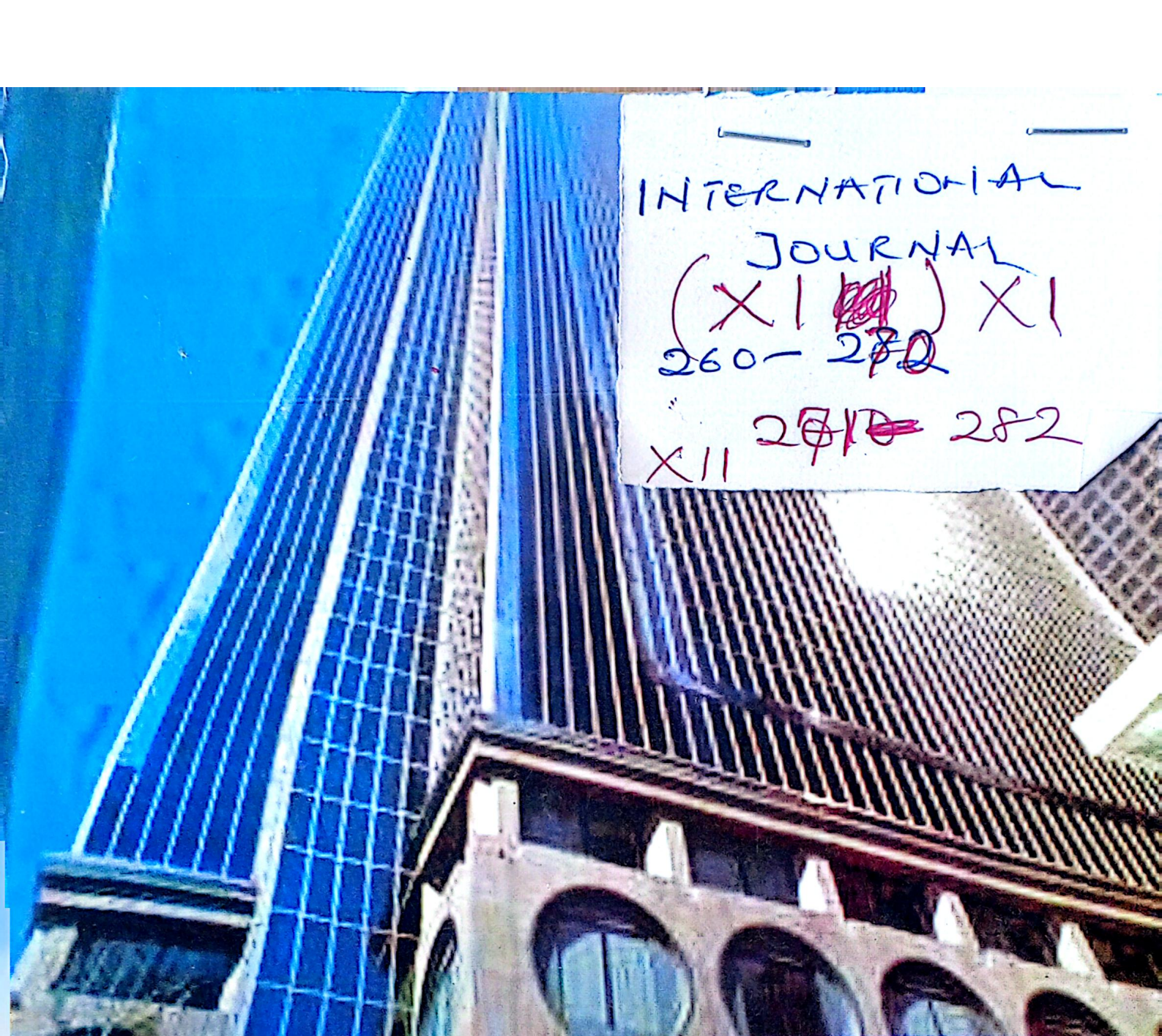




INTERNATIONAL
JOURNAL

(X1 ~~10~~) X1
260-282

X11 ~~2710~~ 282

WEST AFRICAN JOURNAL OF MANAGEMENT AND LIBERAL STUDIES

Vol. 5, No 1, April 2010

ISSN 2006 - 6295

WEST AFRICAN JOURNAL OF MANAGEMENT AND LIBERAL STUDIES
Vol. 5, No 1, April 2010

Chief Editor

DR. FREDRICK SITTON

Catholic University College of Ghana, Fiapre Sunyani, Ghana

Assistant Chief Editor

DR. BAIDOO IBRAHIM

Methodist University College, Dansoman, Accra

Editors

PROF. J.A.COURIE

University of Cape Coast, Cape Coast, Ghana

PROF. G. BRAIMEH

University for Development Studies, Tamale, Ghana

DR. ADU GYAMFI PETERKIN

Ashesi University College, Labone, Accra, Ghana

DR. HUMPHREY APPIAH

Central University College, Mataheko, Accra, Ghana

NOTES TO CONTRIBUTORS AND SUBSCRIBERS

The West African Journal of Management and Liberal Studies is a bi-annual publication of management principles and practice aimed at fostering knowledge for social and economic development of West African Countries. It provides a forum for communicating ideas, techniques and findings of managers, philosophers, artists and scholars working on problems and issues confronting Africa.

The journal invites several types of contributions: reports on research, replications of important previous works; critical, theoretical perspectives and show varying approaches, in quality and style of presentation.

The articles for publication may have an abstract of not more than 250 words while the main body of the paper should not exceed 4000 words.

Contributors are advised to adhere to the reference and citation styles of the latest edition of the American psychological Association (APA)

Subscription rates

Within Ghana - GHC 100

Outside Ghana - \$ 100

Subscription rates include postage/ speeded delivery

TABLE OF CONTENTS

The Effectiveness of Agricultural Extension service delivery under The Decentralization Policy: A Case Study of the Awutu-Effutu-Senya District of Ghana	1
Robat Assan Darkoh & Ramatu M. Al-hassan	
The Influence of Peer Group on the Delinquent Activities of the Adolescents.....	14
D. Baidoo Ibrahim	
The Politics Behind the Decentralisation Policies in Ghana.....	21
Dr Roger Oppong Koranteng	
Waste Management Technologies for the Industrialists: Charges Control, Industrial Effluents, Services, Sewage Treatment	57
Michael Ado-Koffi	
Pricing Decisions in Marketing.....	72
S.A. Enkaselu	
Decentralization and Effective Revenue Mobilization for Development: A Case Study of the Akoranza District Assembly	88
Dr Asuako Ntomo Atakora	
Effect of Broadcast Deregulation of Television Programming in Nigeria.....	120
Professor Olufemi Onabajo	
Appraisal of Contemporary Fashion: A study of Nigerian Undergraduates.....	139
Donald A. Odeleye, Opeyemi M. Okunola, Oluwatoyin A. Odeleye	

Innovation and Invention in Nigeria University Education:

The Emerging Management issues.....157

Dr Ben O. Emunemu , Dr Ijeoma Archibong

The Challenges of Malnutrition: Science, Policies & Programmes...171

Amosu A.M, Oyewole O.E, Amosu A.M, Omeonu E. P.

**Correlation Analysis of the Psychological Skills for Entrepreneurship
in Nigeria.....192**

Fagbounbe Oni

**Community Development: Early exploits and challenges
in Zimbabwe.....201**

Ben B.S. Mandodo

**Thurstan Shaw and West African Archaeology: The Case
of Ghana.....211**

Richard Nunoo

**The Role of Information, Resource Management in Computer
Integrated Manufacturing.....220**

Dr Adu Gyamfi Peterkin

Emerging Challenges in Human Resource Management.....228

Prof Felix Onabajo

Managing Organizational Culture for Effective Communication....246

Margaet Solo Anaeto & Solomon George Anaeto

*** Evaluation of Passenger's satisfaction in Nigeria
Airlines Industry.....260**

Ayantoyinbo, Benedict B. & Ajiboye, Araoye O.

 Factors Militating against the implementation of maritime safety conventions in developing country experience from Nigeria.....	271
Ajiboye A. Olarinkoye, Ayantoyinbo B. Boye, Ajiboye, A. Olarinkoye 	
An Evaluation of Capital Structure and Corporate Performance: A Case of Selected Quoted Companies in Nigeria	283
Oke. M.O	
A Review of the Implications Behavioural Finance for the Modeling of Security Prices.....	301
Ajayi Lawrence Boboye	
The Efficient Market Hypothesis (EMH): Theory and Evidence in Nigeria.....	322
Ogundina J.A. & Jegede, C.A	
Evalaution of Credit Insurance on Bank Performance in Nigeria.....	332
Adebayo, E.Olufemi	
An Analysis of the Place of Community Development in National Development Plan in Nigeria from 1960-2005.....	347
Okoji Olufemi Onweazu, Ezeokoli Rita Nkiruka	
Psychological Assesment of today's organizations.....	367
Olufemi Akinwumi Akintayo	
Enhancing the Role of Entrepreneurship in Creating Active Micro Business and SMES to Meet the Challenges of Vision 2020.....	399
Peter O. Olayiwola & Dr. O. J. K Ogundele	
Psychological Factors Predisposing University Undergraduates to Mentoring Relationship.....	411

Remi Opayemi

Books as Information, Education and communication (IEC)

material for HIV/ AIDS Awareness creation in Nigeria.....427

Lambert A .Ihebuzor

Evaluation of Passengers' Satisfaction in Nigeria Airlines Industry

By

Ayantoyinbo, Benedict Boye

Ladoke Akintola University of Technology, Ogbomosho, Nigeria

and

Ajiboye, Araoye Olarinkoye

Ladoke Akintola University of Technology, Ogbomosho, Nigeria

Abstract

This paper work focuses on customer satisfaction as a major outcome of marketing activity and the aim of air transport business fulfilling the individual customer's needs. Air transportation turns from luxury travel and needs to be satisfied with their travel chain experience which includes travel decision, ticket reservation, airport service, in flight service and final destination arrangements. The aim of this study involves the use of SERVQUAL instrument to ascertain any actual or perceived gaps between airline customer expectations and perceptions of the service offered. The methodology used in this study is descriptive statistics analysis from the survey conducted with the use of structured questionnaire to determine the mean of expectation and the mean of perception (Airline Service). The finding reveals dissatisfaction with all the perceived services. This paper therefore recommends that air personnel should be trained on good customer service relations and also managers should improve their weak points and should increase their knowledge by gaining more information about traveler's attitude.

Introduction

Customer satisfaction according to Lin (2003) is as a result of a cognitive and effective evolution, where some comparison standard is compared to the actually perceived performance. If perceived performance is less than

expected, customers will be dissatisfied and on the other hand, if perceived performance meets or exceeds customers' expectations, he/she will be satisfied.

Customer satisfaction is the feeling or attitude of a customer towards a product or service after it has been used (Bozorgi, 2006). Customer satisfaction is a major outcome of marketing activity whereby it serves as a link between the various stages of consumer buying behaviour. For instance, if customers are satisfied with a particular service offering after its use, then they are likely to engage in repeat purchase. As early as 1960, Keith (1960) defined marketing as satisfying the needs and desires of the consumer.

Previous research have shown that in the airline industry, many airline companies have lost track of the true needs and wants of their passengers and are sticking to the outdated views of what airline services are all about (Gustafsson et al 1999). Many airline managers think of passenger needs from their own perspective so their immediate focus is on cost reductions in driving to more efficient operations, keeping customers at a least priority in their strategic planning programmes. From the perspective of airline managers cost reductions form the principal focus in driving to more efficient operations while keeping customer at a least priority in strategic planning programmes . But the customer should not be ignored (Boland et al, 2002). The airline business must aim at fulfilling the individual customer needs or even reaching beyond these (Gustafsson et al, 1999). The goal of service companies including airlines is to develop services which attract and keep customers who are satisfied, loyal and speak well of the airline (Gustaffsson et al, 1999). McKinsey & Company and Siebel Systems in their study – "Rediscovering the Customer" admitted that companies that have a strategic approach to customer satisfaction and make technology investments to support specific business and financial objectives are likely to achieve high rates of customer retention, fast growth, and increased profitability. Several studies have shown that it costs about five times to gain a new customer as it does to keep an existing customer (Naumann and Giel, 1995) and these results into more interest in customer relationships. Thus, several companies are adopting customer satisfaction as their operational goal with a carefully designed framework. Companies including airlines are putting more emphasis on customer relationship management (CRM) as a tool for managing customer relationships, hence to increase customer satisfaction and

loyalty (Kotorov 2002; Khalifa & Liu 2003, Park & Kim 2003; Ngai 2005) which consequently will increase steady streams of revenue, customer equity and market share (Park et al, 2004; Wang et al, 2004). Organisations and compaies should also notice that they will be more successful if they concentrate on acquiring and sustaining a share of each customer rather than a share of the entire market (Park & Kim, 2003).

Air transportation is turning from a luxury travel by airlines and surely wants to be satisfied with their travel chain experience (including travel decision making, ticket reservation, airport service, in-flight service and final destinations arrangements. The aim of this study to involves the use of SERVQUAL instrument to ascertain any actual or perceived gaps between airline customer expectations and perceptions of the service offered.

Service Quality

Service quality is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either (Wisniewski, 2001). There are a number of different "definitions" as to what is meant by service quality. One that is commonly used defines service quality as the extent to which a service meets customers' needs or expectations (Lewis and Mitchell, 1990; Asubonteng et al, 1996). Service quality can thus be defined as the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occur (Parasuraman et al, 1985; Lewis and Mitchell, 1990).

Always, there exists an important question: Why should service quality be measured? Measurement allows for comparison before and after changes, for the location of quality related problems and for the establishment of clear standards for service delivery. Edwardson et al (1994), states that, in their experience, the starting point in developing quality in services is analysis and measurement. The SERVQUAL approach is the most common method for measuring service quality.

Model of Service Quality Gaps

Figure I show the seven major gaps in the service quality concept. The model which is an extension of Parasuraman et al (1985), Gap 1, Gap 2 and

Gap 6 are the most three important gaps; since they have a direct relationship with customers (Curry, 1999; Luk and Layton, 2002).

- Gap 1: Customers expectations versus management perceptions: This is due to lack of marketing research orientation, inadequate upward communication and too many layers of management.
- Gap 2: Management perceptions versus service specifications: Due to inadequate commitment to service quality, a perception of unfeasibility, inadequate task standardization and an absence of goal setting.
- Gap 3: Service Specifications versus service delivery: due to role ambiguity and conflict, poor employee-job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of team work.
- Gap 4: Service delivery versus external communication due to inadequate horizontal communications and propensity to over-promise.
- Gap 5: The discrepancy between customer expectations and their perceptions of the service delivered: due to the influences exerted from the customers side and the shortfalls (gaps) on the part of the service provider. In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and post service experiences.
- Gap 6: The discrepancy between customer expectations and employees' perceptions: Due to the differences in the understanding of customer expectations by frontline service providers.
- Gap 7: The discrepancy between employee's perception and management perceptions: due to the differences in the understanding of customer expectations between managers and service providers.

According to Brown and Bond (1995), the gap model is one of the best received and most heuristically valuable contributions to the services literature. The model identifies seven key discrepancies or gaps relating to

managerial perceptions of service quality and tasks associated with service delivery to customers. Out of the seven gaps, only Gap 5 pertains to the customer and as such is considered to be the true measure of service quality. The Gap on which the SERVQUAL methodology has influence is Gap 5.

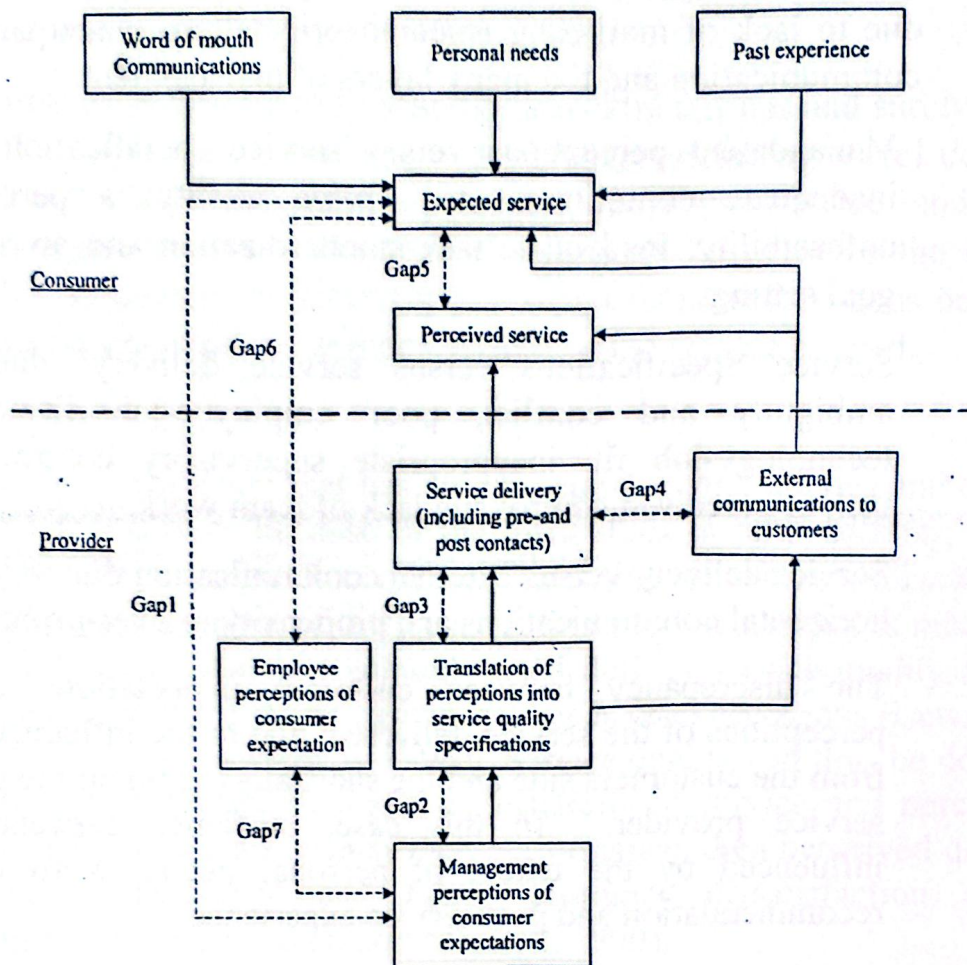


Figure 1: SERVQUAL Model

Source: 12Manage.com

SERVQUAL METHODOLOGY

Clearly, from a Best Value perspective, the measurement of service quality in the service sector (like airline industry) should take into account customer expectations of service as well as perceptions of service. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". One service quality measurement model that has been extensively applied is the SERVQUAL model developed by Parasuraman et al (1985), Zeitham et al (1990). SERVQUAL as the most often used approach for measuring service quality has been to compare customer's expectations before a service encounter and their perception of the actual service delivered (Gronroos, 1982; Lewis and Booms, 1983; Parasuraman et al, 1985. The SERVQUAL instrument has been the predominant method used to measure consumer perceptions of service quality. It has five generic dimensions or factors and are stated as follows (Van Iwaarden et al 2003).

1. Tangibles – appearance of physical facilities, equipments, personnel and communications materials.
2. Responsiveness – Willingness to help customers and provide prompt service.
3. Reliability – ability to perform the promised service dependably and accurately.
4. Empathy – caring, individualized attention the firm provides its customers
5. Assurance – Knowledge and courtesy of employees and their ability to inspire trust and confidence.

In this research, the SERVQUAL instrument used contains 20 Statements. These statements measure the performance across these five dimensions, using a seven point likert scale measuring both customer expectations and perceptions adapted from Khalifa and Liu (2003). The research was conducted in Murtala Mohammed International Airport, domestic wing which is the oldest and the busiest airport in Nigeria and located in Lagos State South Western Nigeria. It lies approximately on longitude 2° 42' E and 3°22'E and Latitude 6°22'N (Merem and Twumasi, 2008).

The researchers conducted a survey for 6 days in the month of December 2009. This is the month when air traffic use to be heavy, hence data used in this research work. Data were collected through the aid of structured questionnaire. A total of 240 passengers that have being patronizing the airline industries for at least one year were interviewed

Descriptive Statistics was used to analyse the data obtained. This was done in order to find the mean of the expectation and the mean of the perceptions. The gap between the expectation and the perception was done by taken away the mean of the expectations from the mean of the perceptions

Table 1: SERVQUAL scores for Airline services

Dimension	Mean Expectations	Mean Perceptions	Gap scores	Weightings	Weighted average
Tangibles	5.08	3.57	-1.51	21.6	-0.33
Reliability	6.22	4.33	-1.89	29.9	-0.57
Responsiveness	5.33	3.51	-1.82	22.3	-0.41
Assurance	6.50	4.83	-1.67	12.9	-0.22
Empathy	5.59	3.96	-1.63	13.3	-0.22

Source: Data Analysis, 2010

Note: the overall average weighted SERVQUAL score = -1.75

Discussion

Table 1 shows the outcome of analysis using descriptive statistics to find the mean of the respondents on each of the five generic dimensions: Tangible, Responsiveness, Reliability, Empathy and Assurance. The analysis depict that responses to all questions in the questionnaire were negative and overall dimensional weighted SERVQUAL score of -1.75 was recorded. This gives a

picture of significant shortfall in meeting customer expectations across all service areas and dimensions. The table also shows the summary scores for each dimension with the weighted average scores per dimension having been totaled to achieve the overall SERQUAL score. The analysis shows that Reliability and Responsiveness has the highest gap scores, this is real cause for concern and provides a definite starting point for service improvements. Reliability dimension has the highest expectations which shows that the customer (passengers) expect higher level of service from this dimension in the Airline Industry. On the other hand tangibility has the lowest expectation this could be attributed to the fact that customers are aware of the financial constraints and high financial input in the airline industry and simply do not expect much when it comes to aesthetics', instead, they attached more importance to the delivery aspects of the service. Assurance which has the lowest weighting, indicate that it is of least importance to them, yet they expect most from this service dimension. This apparent anomaly is probably due to the fact that customers expect staff to be knowledgeable about the service and therefore they can see no reason for this dimension not to be achieved. It is assumed that for this reason, customers have weighted this dimension lowest.

The outcome of this research in effect corroborated similar findings of Stewart (2001), and Bryslan and Curry (2003). In their studies Reliability has the highest gap while Tangibility has the lowest.

Conclusion

The passengers expressed dissatisfactions in all the five (5) dimensions. It can be concluded that passengers are not satisfied with the perceived services and it inform managers to focus on passengers expectations. Managers should put in place plans to improve their weak points and should increase their knowledge by gaining more information about travelers' attitude. The airlines need to increase their reliability status and security, reduce delay and technical faults.

Airline personnel should be trained on good customer service relations; this will guarantee customer satisfaction, which in turn will increase customers

patronage of the airlines. The airlines need to study their target market precisely and recognize customers' attributes and their demands. What they really want to how they can be satisfied.

REFERENCE

- Afsheen C. (2006), Satisfaction Formulation Process for Iranian Airline Passengers case of Iran Air. Unpublished MSc. Thesis, Lulea University of Technology, Iran.
- Arash S. (2004) 'SERVQUAL and Model of service Quality Gaps: A Framework for Determining and Prioritizing Critical Factors in Delivering Quality Services. University of Isfahum, Iran
- Boland D., Doug Morrison and Sean O' Neill (2002). 'The future of airline CRM' IBM Institue for Business Value.
- Brown, S.W. and Bond, E.U. III (1995), "The internal/external framework and service quality: Toward theory in services marketing", *Journal of Marketing Management* , February, pp. 25-39.
- Bryslant, A. and Curry, A. (2001), "Service improvements in public services using SERVQUAL", *Managing Service Quality*, Vol.11, No.6, pp. 389-401.
- Curry, A. (1999), "Innovation in public service management", *Managing Service Quality*, Vol.9, No.3, pp. 180-190.
- Gronroos, C. (1982), *Strategic Management and Marketing in the Service Sector* , Swedish School of Economics and Business Administration, Helsingfors.
- Gustafsson a., Fredrik Ekdahl, Bo Edvardsson (1999). 'Customer focused Service development in practice: A case study of Scandinavian Airlines System (SAS)'. *International Journal of service Industry Management*, 10(4): 344-35
- Keith, R.A. (1998) "Patient satisfaction and rehabilitation services" *Archives of Physical Medical Rehabilitation*, Vol. 79, No. 9, pp. 1122-8

- Khalifa M. and Vanessa L. (2003). 'Determinants of satisfaction at Different adoption Stages of Internet – Based services'. *Journal of the Association for Information Systems* 4 (5): 206-232
- Kotorov, Radoslav P. (2002). 'Ubiquitous Organisation: Organisational design for e-CRM'. *Business Process Management* 8 (3): 218-232
- Lewis, B.R. and Mitchell, V.W. (1990), "Defining and measuring the quality of customer service", *Marketing Intelligence & Planning* , Vol. 8, No. 6, pp. 11-17.
- Lin, C. C. (2003) 'A critical appraisal of customer satisfaction and e-commerce'. *Managerial Auditing Journal* 18(3): 202-212
- Luk, S.T.K. and R. Layton, (2002), "Perception Gaps in customer expectations: Managers versus service providers and customers", *The Service Industries Journal* , Vol.22, No.2, April, pp. 109-128.
- Bozorgi M. M. (2006) *Measuring Service Quality in the Airline Using SERVQUAL Model*, Lulea University of Technology, Iran.
- Naumann, E. and Giel, K. (1995) *Customer satisfaction measurement and management: using the voice of the customer*, Cincinnati, Thompson Executive Press.
- Ngai, E. W. T (2005). 'Customer Relationship Management Research (1992 – 2002) and academic literature review and classification'. *Marketing Intelligence and Planning* 23 (6): 582 – 605
- Park Jin-Woo, R and Cheng – Lung W. (2004). 'The effect of airline service quality on passengers' behavioural intentions: a Korean case study'. *Journal of Air Transport Management* 10: 435 – 439.
- Robinson, S. (1999), "Measuring service quality: current thinking and future requirements", *Marketing Intelligence & Planning* , Vol. 17, No. 1, pp. 21-32.
- Customer Perceptions and Expectations , The Free Press, New York, NY.
- services", *Managing Service Quality*, Vol.11, No.6, pp. 380-388.
- 'an I., J., van der Wiele, T., Ball, L., and Millen, R. (2003), "Applying SERVQUAL to web sites: An exploratory study", *International*

Journal of Quality & Reliability Management , Vol.20, No.8, pp.
919-935.

Wisniewski, M. (2001), "Using SERVQUAL to assess customer satisfaction
with public sector

Zeithaml, V.A., Parasuraman, A. and Berry, L.L. (1990), *Delivering quality
service; Balancing*