

UNIVERSITY OF CAPE COAST

SERVICE QUALITY AND CUSTOMER SATISFACTION AT THE TEMA
BRANCH OF TOYOTA GHANA COMPANY LIMITED

SETH NANA-POKU OWUSU

2018

UNIVERSITY OF CAPE COAST

SERVICE QUALITY AND CUSTOMER SATISFACTION AT THE TEMA
BRANCH OF TOYOTA GHANA COMPANY LIMITED.

BY

SETH NANA-POKU OWUSU

Dissertation submitted to the Department of Management of the School of
Business, College of Humanities and Legal Studies, University of Cape Coast
in Partial Fulfillment of the Requirements for the Award of Master of Business
Administration Degree in General Management.

OCTOBER 2018

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

Name:

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisors Signature Date.....

Name:

ABSTRACT

The Ghanaian automobile service industry has in recent times seen a lot of competition with the proliferation of various brands, grey vehicles, genuine and non-genuine spare parts in the market. The establishment and progress of any industry is completely dependent on the customer and its satisfaction. The research work used Toyota Ghana Company Limited as a case study to understand the relationship between service quality and customer satisfaction. The purpose of the study is to look at service quality and customer satisfaction at the Tema Branch of Toyota Ghana Company Limited. This study adopted the SERVQUAL model with its five dimensions (tangibles, reliability, responsiveness, assurance and empathy) to measure customer's satisfaction of service quality. A total of 120 customers were chosen from customers who purchase and service vehicles from the Tema branch of Toyota Ghana Company Limited. A self-completion questionnaire with a total of 27 closed questions and 3 open ended questions was developed to gather field data. The items were measured by using a five Point Likert-type response scale. SPSS version 20 was used to carry out the analysis of the data. The findings revealed that there exists a positive relationship between all the five dimensions of service quality. The results again, showed that Toyota Ghana, Tema branch customers have a positive perception of services rendered to them from all the three service providers; sales, service and spare parts leading to their high level of satisfaction. The study made recommendations that will serve as a guide to all stakeholders in the field of the automobile business such as improving on communication at the frontline and offering more souvenirs such as pens and T-shirts to customers.

KEY WORDS

Automobile Industry

Customer Satisfaction

Customer Perception

Service Quality

SERVQUAL Model

3^s Service providers

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor Dr. Alex Adom of the Department of Management, University of Cape Coast for his professional guidance, advice, encouragement and the goodwill with which he guided this work. I am really grateful. I am again grateful to Prof. Agyapong for his generous contribution in shaping my topic to make this work better. Finally, I wish to thank my family, MBA General Management class 2018, the Parts Manager of TGCL, Tema Branch Mr. Gabriel Sarpong for his advice and support, TGCL customers most especially my respondents who spent their time to complete my questionnaires, staff of the Tema branch and friends for their support in making this work a success.

DEDICATION

To the love of my life, my wife Faustina Asantewaa Owusu, my children Calista Owusu, Benedict Owusu and Darius Owusu for their encouragement.

TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	1
Background of the Study	1
Problem Statement	4
Objectives of the Study	6
Research Questions	7
Delimitations	7
Limitations of the Study	8
Significance of the study	8
Organization of the Study	9
CHAPTER TWO: LITERATURE REVIEW	10
Introduction	10
Customer Satisfaction	10
Benefits of Customer Satisfaction	15
Customer Perception of Service Quality.	17
Dimensions of service quality and customer satisfaction	19
Importance of the Service Quality Dimensions	26
The link between Service Quality and Customer Satisfaction	28

Conceptual Frame work	29
Summary	29
CHAPTER THREE: RESEARCH METHODS	30
Introduction	30
Research Design	30
Study Area	31
Population	32
Sampling Size	33
Sampling Techniques	33
Data Collection Instruments	34
Questionnaire Design	34
Questionnaire Structure	34
Validity and Reliability Testing	35
Questionnaire Pretesting	37
Data Collection Procedure	37
Data Processing and Analysis	38
Chapter Summary	39
CHAPTER FOUR: RESULTS AND DISCUSSIONS	41
Introduction	41
Customer Type Analysis	43
Results and discussions for constructs	45
Descriptive Statistics	45
Spearman’s Correlation Test	47
Regression Analysis	49
“3 ^s ” Service Providers Analysis	53
Customer comments Analysis	55
Summary of Analysis	57

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	60
Introduction	60
Summary of findings	61
Conclusion	62
Recommendations	63
Suggestions for Future Research	64
REFERENCES	66
APENDIX A	74
APENDIX B	81

LIST OF TABLES

Table	Page
1 3 ^s Service (Sales, Service and Spare parts)	34
2 Service quality variables and items used in the study with the reliability measures	36
3 Frequency distribution of responses per TGCL service providers at the Tema branch	42
4 Frequency Distribution of Responses by Customer Type	44
5 Descriptive Statistics for the Service Quality Dimensions and Customer Satisfaction	47
6 Spearman's Correlation Matrix of service quality dimensions and Customer Satisfaction.	48
7 Linear Regression Coefficients Table for Service Quality Dimensions and Customer Satisfaction.	53
8 Linear Regression R Square and Adjusted R Square	53
Model Summary	53
9 Linear Regression ANOVA table for Service Quality Dimensions and Customer Satisfaction.	53
10 Frequency Table of 3 ^s Service provider's satisfaction	54
11 Statistics of comment types for questionnaire item 28 & 30	56

LIST OF FIGURES

	Page
1 This is a Conceptual framework on the relationship between	29

LIST OF ACRONYMS

- TGCL - Toyota Ghana Company Limited
- 3^s Service - Three Service Providers of TGCL
Sale of Vehicles, Service of Vehicles
and Sale of Spare parts

CHAPTER ONE

INTRODUCTION

This chapter presents the overview of the study in a brief manner involving the background of the study, research problem, research objectives, research questions, and scope of the study, limitations, significance of the study and finally the organization of the study.

Background of the Study

According to Faris (2010), customer satisfaction is a measure on the number of customers or percentage of total customers that exceeds specific satisfaction goals in terms of reported experience with a firm, its products or its services (rating). Customers will be satisfied with high quality products and this will increase repeat purchases which will lead to higher profits. Matzlet et. al (2004) reported that many companies use some form of customer satisfaction program in developing, monitoring and evaluating their products and services, formulate strategies to enhance satisfaction, and compensate employees based on satisfaction ratings. When an organization creates a benefit for customers it will affect customer loyalty and they will maintain and increasingly repeat business with the organization (Anderson & Jacobsen, 2000). It is a deeply held commitment of customers to prefer products or services of a particular organization in future despite situational constraints or marketing influences to cause the switching behavior. True customer loyalty is created when customers become advocate of an organization without any incentive (Oliver, 1999).

Service quality is an achievement in customer service and reflects at each service encounter. Customers form service expectations from past

experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers are disappointed. The measures of service quality obtained through consumer surveys have become a widely used business performance measurement tool. This is because service quality is related to profitability, costs, customer satisfaction and retention. Any service industry cannot survive in this highly competitive environment until it satisfies its customers by providing good quality service. (www.internationaljournalssrg.org). The service quality model was developed by Parasuraman, Zeithaml and Berry (1988). By using the SERVQUAL model, service quality for any service sector can be measured. This model contains twenty-two (22) items helpful to know customer perceptions and expectations. It is based on five service quality dimensions which include tangibility, reliability, responsiveness, assurance and empathy.

Ghana's manufacturing industry gets good support from the local government, which has enabled it to become one of the forty (40) fastest growing industrial productions in the world, (www.mordorintelligence.com). Industry currently accounts for a quarter of the GDP but by 2021, it is expected to account for at least 30% of the GDP, and the main driver for the growth will be the automobile industry (www.mordorintelligence.com).

Ghana's automobile industry was initially characterized by major household makes like Nissan, Toyota, Hyundai, Kia in the affordable car segment; and Jaguar, Land Rover, BMW, and Mercedes Benz in the luxury segment. Around this time, Japan Motors Trading Company and Auto Parts were the only licensed distributors of Nissan vehicles in Ghana; Toyota Ghana

Company Limited (formerly Ghana Motors, GHAMOT) was the only authorized dealer of Toyota cars in Ghana, while Hyundai Motors and Auto Plaza were sole dealers of Hyundai vehicles in Ghana. Rana Motors was also the only licensed dealer of Kia vehicles in Ghana while Modern Auto Services (MAS) dealt in SsangYong, and later other Chinese makes like Chana and Lifan. CFAO Motors had the sole distributorship of Renault and Mitsubishi vehicles in the country while Africa Motors traded in Suzuki and Chevrolet vehicles. In the luxury segment, Silver Star Automobile was the sole distributor of Mercedes Benz vehicles while Mechanical Lloyd had the franchise for Land Rover and BMW vehicles. Mechanical Lloyd later lost the Land Rover franchise to Alliance Motors who were already the sole distributors of Jaguar vehicles in Ghana, (www.mordorintelligence.com).

The Automobile industry from the beginning of 2000 however took a new turn with new firms entering the market, introducing newer franchises. Prestige Motors came in with the Peugeot franchise as well as Tanink Ghana Limited introducing Alfa Romeo, and recently Jeep and Chrysler. However, in what the traditional automobile firms describe as the emergence of the grey market of Ghana's automobile industry, Stelin Automotive entered the market selling Mitsubishi and later Toyota vehicles from Dubai. Much later, Stoub Limited also replicated Stelin by introducing Toyota Land Cruisers with extra features from Dubai, creating a parallel market and therefore a stiff competition for some of the traditional auto houses. The situation has established a very strong challenge for the organized and genuine auto market brand builders who invest their monies in the business for long term gain. The Automobile industry is really challenged with the grey imports and has since

been recording slow sales. The industry recorded total unit sales of 8,201 in 2015, representing a 38.02 percent fall from the 13,231it recorded in 2012. The automobile industry began recording negative growth since 2012. (www.newsghana.com.gh)

Toyota Ghana Company Limited (TGCL) is the sole authorized distributor for Toyota Motor Corporation of Japan (TMC). The principal activity of TGCL is the sale of new Toyota vehicles and Spare Parts, and the provision of after sales service support. The vision of TGCL is to provide its customers with the best vehicle purchase and ownership experience. The business is faced with this challenge of grey importation and garages all over the country. In this scenario, providing customers with the best customer satisfaction of service quality has become important for Toyota Ghana to stay in the highly competitive market.

Problem Statement

In the era of customer-oriented business strategy, the 80/20 rule was a very popular credo of business professionals. For most companies, 80% of their profitable revenue comes from just 20% of their clients. Therefore, besides finding the right customers, it is also important for an organization to retain the continued business of these loyal clients. There are various studies and research conducted in the area of automobile and these studies are mostly on vehicle design, price fairness, quality and customer value-based studies leaving the aspect of customer satisfaction through the provision of good and quality service. For example, a study carried on by Andreas et al. (2007) states the influence of price fairness on customer satisfaction and empirical test in the context of automobile purchase, mainly talks about the pricing of

automobile which is fair for all customers and who can buy them. Another study done by Brunnermeier et al. (1999) focused on the automobile vehicle design. Where it states that a typical motor vehicle consists of about 15,000 parts and accessories that must be designed to be well-suited to the given specifications.

This research work will focus on the importance of customer satisfaction at Toyota Ghana, Tema branch and also present the link between customer satisfaction and service quality. Again this Research work will touch on the perception of customers about service quality, the five dimensions of service quality that managers in the automobile industry really need to focus and improve to maximize profit. Additionally, we further advance the view that customers perceive service quality differently because they are unique and it becomes difficult to satisfy them. It is of utmost importance that research on customer perceptions of service quality and its reputational impact is done and the reason why this study needs to be carried out. It was necessary since it outlines how the customers perceive the service quality of Toyota Ghana Company Limited, Tema branch and in return the service provider will have an idea of what their customer see as good or bad service quality in order to guide them to improve their service, to quickly identify problems and to better assess client satisfaction levels.

In Ghana, competition among businesses to capture and keep customers has become keen, and one such area is the automobile industry consisting of vehicle sales and after-sale services. The industry has recently seen a proliferation of various vehicle brands as a result of the varieties; market share is now thinly spread across the various distributors (Gilewicz, et

al, 2010). It is worth noting that, Automobile companies in the country rely heavily on import of these vehicles. This, from the perspective of Gilewicz, et al, (2010) is peculiar to most developing economies. There is usually very limited control over product quality. Consequently, focus has shifted to the provision of good quality service as one of the main strategies to maintain competitive advantage in the Ghanaian automobile industry. When it comes to sustainable profit growth in business, customer satisfaction is no doubt a major contributor. A business firm cannot afford to lose its customers, especially, in the current economic environment which is quite volatile. It is against these backdrops, therefore, that the study would like to look at the customer satisfaction of service quality at the Tema Branch of Toyota Ghana Company Limited.

Objectives of the Study

The purpose of this study is to look at Customer satisfaction of service quality: Toyota Ghana Company Limited, Tema Branch. To achieve this, the study sort to look at these three specific objectives.

1. Examine customer perception on the various dimensions of service quality in Toyota Ghana Company limited (TGCL).
2. Examine the relationship between the dimensions of service quality and customer satisfaction.
3. Asses the perceptions of customers of the services provided by TGCL, Tema branch.

Research Questions

Owing to the above objectives, the following questions will be the focus of this study:

1. How do customers perceive the dimensions of service quality in Toyota Ghana?
2. What are the perceptions of customers of the services provided by TGCL Tema Branch?
3. What is the relationship between these service quality dimensions and customer satisfaction?

Delimitations

The study seeks to look at customer satisfaction of service quality of the Tema branch of Toyota Ghana Company Limited. Owing to time, Toyota Ghana was the business the study covered. Secondly, in terms of geographical scope, the study was limited to the Tema Branch, even though Toyota has other branches at Accra, Kumasi and Tarkwa. Tema was chosen because of the following reasons: one, it sells and services all the Toyota brands such as Coaster bus, Hiace bus, Toyota saloon cars, Rav 4, Land cruisers and Prado's, as well as the newly added brand Hino, the other branches do not handle all the Toyota models. In choosing Tema all model users of Toyota was covered in this study. Two, accessibility of the researcher, time and financial constraints preclude the researcher from carrying the study across the other branches. Finally, a population of 120 respondents will be examined through a well-designed questionnaire at the Tema branch to really assess their perception level of service quality.

Limitations of the Study

The study was limited to customers who patronize their service from the Tema Branch of Toyota Ghana Company Limited. Hence generalizing the research findings was not possible as the sample size was not a representative of all the customers of the automobile companies in the country. Research questions designed to examine the extent to which Toyota car users are satisfied with the service delivered was only issued out to 120 customers, hence the majority was not reached to provide enough information. Data collection encountered some challenges, owing to the inability of potential subjects (the customers and staff of the automobile companies) to volunteer information emerging from their operations.

The research study was limited to time, academic work and financial constraints.

Significance of the study

The study seeks to build on the existing literature by assessing the perception of service quality in the automobile industry.

Consequently, the study will be of immense help to the following stakeholders: Firstly, this research will be beneficial to Toyota Ghana in order to improve their customer satisfaction and gaining trust of more new customers in the market, which will eventually help them to generate more profit in the long run. Secondly, the findings of service quality will help Toyota Ghana, Tema to understand how their customer's value, service quality and where or how they can improve them. Thirdly, customers of Toyota Ghana will enjoy the required satisfaction and service expect of their service

provider. Since the study will offer opportunities to make useful suggestions towards the provision of quality service. Again, it will serve as the basis for future research work that shall bridge the current knowledge gap about customer satisfaction perception of service quality.

Finally, subsequent recommendations made would enable customer base enhancement and thereby increasing the market share of the service.

Organization of the Study

This work is organized into five chapters, chapters one to five. Chapter one captures the background to the study, objectives, research questions, significance of the study, delimitations, as well as organization of study. Chapter two describes the review of literature relevant to the research theme, providing insight into previous studies relating to the research area. Chapter three describes the methodology including research design, sample and sampling procedure, method of data collection, and method of data analysis. Chapter four presents analysis of data while chapter five describes the summary, conclusions and recommendation.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents an overview of current literature in the frame of the presented research problem. Starting with the customer satisfaction which explains why customer satisfaction is a much-needed resource for any sort of industry. As it is stated in many studies, that the importance of customer satisfaction are the key ingredients to generate more revenue for the companies (Angelova & Zekiri, 2011). Following with the customer satisfaction we have service quality, which is another major aspect for most service provided industries. The service quality plays a vital role in the minds of customer and can have devastating effect on any firm which fails to provide proper service quality. As stated by Parasuraman et al, (1988) the projected service model is divided into five sections such as the tangibility, reliability, responsiveness, assurance and empathy. These factors will be further examined later in the discussion. The study will further look at the link between customer satisfaction and service quality. Finally, it will look at the conceptual framework of the study and a summary.

Customer Satisfaction

To start and run successfully any business customer and its satisfaction is most important. Customer is like a backbone of any industry. In this competitive world if companies do not take the customer satisfaction and service quality serious, the company will lose a number of customers or the position of that industry will be decreased simultaneously. A satisfied customer is one who is completely satisfied with the product usage and its

services after number of years and thinks that this is the best product in the segment. The customer always feels happy whenever he uses the product and always promotes the product in terms of quality and performance. (<http://www.ijettjournal.org>)

According to Business Dictionary the term “customer” is defined as a party that receives or consumes products (goods and services) and has the ability to choose between different products and suppliers. A customer is someone who has direct relationship with or is directly affected by an agency and receives or relies on one or more of that agency’s services or products. Customers in human services are commonly referred to as service users, consumers or clients. They can be individuals or groups (Fornell et al, 1991). Goldner (2006) defined customer as “any organization or an individual with whom you have done business over past twelve months”.

Grigoroudis and Siskos (2009) have defined ‘customer’ from two perspectives:

- i. Customer is the person that assesses the quality of products & services offered to him/her and;
- ii. The customer is the person or group of people that receives the work output.

To Hansemark and Albinsson (2004), satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire. The heart of customer satisfaction is meeting or exceeding these expectations; at the highest level, it is achieving customer delight (Christopher et al, 1991).

Over the last four decades, the marketing literature has defined and measured customer satisfaction in many ways. Oliver (1997) specifies customer satisfaction as pleasurable fulfillment; as such, the consumer views consumption as satisfying some need, desire, goal, etc., in which its fulfillment is pleasurable. Despite many definitions of customer satisfaction in the literature, a common way to define customer satisfaction is to follow the approach of the expectancy-confirmation/disconfirmation paradigm (Anderson 1994; Anderson and Sullivan 1993; Kotler, 1991; Oliver 1980; Oliver and DeSarbo, 1988; Oliver and Swan 1989; Yi, 1991). In this perspective, customer satisfaction is delineated as the consumer's evaluation that products or services meet or fall to meet the customer's expectations (Oliver et al., 1989 & Yi, 1991). Out differently, customer satisfaction consists of post-consumption judgment concerning products or service quality, given pre-consumption expectations (Kotler, 1991). From this expectancy-confirmation/disconfirmation point-of-view, customer satisfaction happens in the case of a buyer's post-evaluation of a specific purchase experience (or experiences), contingent upon the buyer's quality perceptions and expectations, and confirmation/disconfirmation – the discrepancy between actual and expected quality (Yi, 1991). Customer satisfaction has generally been suggested to contain two such different dimensions as a transaction-specific evaluation approach and an overall, cumulative evaluation approach. That is, there exist two general conceptualizations of customer satisfaction in the literature (Anderson & Fornell 1993; Boulding et al., 1993; Yi, 1991).

Prior research has portrayed customer satisfaction as transaction-specific. Using this framework, customer satisfaction is a post-consumption

evaluative judgment of a purchase experience or activity (Bearden and Teel 1983; Cronin and Taylor 1992; Oliver 1980, 1993; Oliver and DeSarbo 1988). The theoretical rationale behind this framework is a variation of the expectancy-confirmation/disconfirmation paradigm (Prakash 1984; Oliver and Swan 1989). Another formulation to measure customer satisfaction, widely used in recent studies, including studies utilizing the satisfaction metric in the ACSI data, is overall or cumulative satisfaction, which is, in other words, relationship-specific. With this formulation, overall satisfaction can be viewed as a customer's overall satisfaction experiences (Olsen, 2002), and is gauged as the cumulative post-purchase evaluative judgment of a group of discrete purchase activities or transactions for a particular brand or firm over a duration of time (Fornell et al. 1996; Johnson and Fornell 1991; Oliver 1997; Rust & Oliver 1994). Of these two formulations of customer satisfaction, overall or cumulative satisfaction has been widely used with regard to the association between customer satisfaction and customer loyalty. On one hand, transaction-specific satisfaction conceptualizes customer satisfaction as the outcome of a single transaction. Thus, this transaction-specific satisfaction formulation may be too restrictive, that is the transaction-specific satisfaction approach has a very limited predictive power (Anderson & Narus 1990; Fornell et al. 1996; Ganesan 1994).

Oliver (1999) maintains that overall satisfaction is more appropriate for an analysis of the satisfaction-loyalty relationship, in as much as the cumulative satisfaction construct is capable of aggregating or blending individual satisfaction episodes. Likewise, the overall satisfaction formulation is better at predicting consequent behaviors and economic outcomes (Johnson

et al., 2001). One of the most important recent aspects of this customer satisfaction metric is that academics (Anderson 1994; Anderson and Sullivan 1993; Bryant and Cha 1996; Fornell 1992; Fornell and Johnson 1993; Fornell et al. 1996; Homburg and Giering 2001; Johnson and Fornell 1991; Mittal and Kamakura 2001) identify differences in customer satisfaction across individual customers and competitive settings (product or service categories and firms). For example, Bryant and Cha (1996) highlight the effects of such customer characteristics as age, gender, income, and education on levels of customer satisfaction. In addition to customer characteristics, industry characteristics (industry or category concentration and industry type) are shown to affect customer satisfaction levels. Customer satisfaction is one of the most important metrics in marketing, since firms regard customer satisfaction as one of the key business goals for evaluating the effectiveness of their business operations. In addition, customer satisfaction is a starting metric of the value chain between customer satisfaction, customer loyalty, firm product - marketplace performance and financial performance, and shareholder wealth, as demonstrated by recent studies. Marketing academics and managers have been increasingly interested in the effects of an increase in customer satisfaction levels on firm financial performance since the 1990s. For instance, customer satisfaction has been shown to positively impact operating margins (Bolton 1998; Rust et al. 1996), accounting returns (Ittner & Larcker 1998), returns on investment (Anderson et al., 1994), and cash flow and shareholder value (Anderson et al. 2004; Gruca and Rego, 2005).

Indeed, firms have invested a great amount of money on this metric, as customer satisfaction investments represent the number one marketing

research expenditure item for most firms. Customer satisfaction is an essential measure used to oversee business outcomes, decide on limited resource allocation, and provide rewards to management (Anderson, 1994). For most firms, the pursuit of customer satisfaction is illustrated in their communications, including advertisements, public relations releases, and mission statements (Peterson & Wilson, 1992). With regard to this importance, a variety of marketing academics and practitioners have studied customer satisfaction for the past forty years.

Benefits of Customer Satisfaction

1. It is helpful to enhance the number of new customers.
2. It provides a platform in the competitive marketplace.
3. It gives the idea about their weaknesses and problems associated with Our industry.
4. It is beneficial that there is no need to expand a lot of money on advertisement and promotion, whereas a satisfied customer always promotes their brand by word to mouth communication.
5. It is the key parameter for success of any Industry.
6. It increases the brand loyalty and equity for the Industry.

(<http://www.ijettjournal.org>)

Customer satisfaction does have a positive effect on an organization's profitability. To achieve customer satisfaction, organizations must be able to satisfy their customers' needs and wants through good quality service (La Barbera and Mazursky, 1983). According to Kotler (2000), customers' needs

state the felt deprivation of a customer whereas customers' wants, refer to the form taken by human needs as they are shaped by culture and individual personality. To Hoyer and MacInnis (2001), satisfied customers form the foundation of any successful business as customer satisfaction leads to repeat purchase, brand loyalty, and positive word of mouth. Coldwell (2001) of "Growth Strategies International (GSI)" performed a statistical analysis of Customer Satisfaction data encompassing the findings of over 20,000 customer surveys conducted in 40 countries by Info Quest. The conclusions of the study were:

1. A Totally Satisfied Customer contributes 2.6 times as much revenue to a company as a somewhat satisfied customer.
2. A Totally Satisfied Customer contributes 17 times as much revenue as a somewhat dissatisfied customer.
3. A Totally Dissatisfied Customer decreases revenue at a rate equal to 1.8 times what a totally satisfied customer contributes to a business.

Zairi (2000) intimates that there are numerous studies that have looked at the impact of customer satisfaction on repeat purchase, loyalty and retention. They all convey similar messages in that:

4. Satisfied customers are most likely to share their experiences with other people to the order of perhaps five or six people. Dissatisfied customers are more likely to tell another ten people of their unfortunate experience.
5. Furthermore, it is important to realize that many customers will not complain and this will differ from one industry sector to another.

- lastly, if people believe that dealing with customer satisfaction and complaint is costly; they need to realize that it costs as much as 25% more to recruit new customers.

Customer Perception of Service Quality.

Service quality is currently one of the most important and widely researched topics in services (Zeithaml & Bitner, 2000). Service quality represents the majority of today's economy, not only in developed countries but also in the developing countries throughout the world. Service quality results from customers' comparisons of their expectations about a service encounter with their perceptions of the service encounter (Parasuraman et al., 1993). In this arena, customers' perception of service quality plays an essential role in the buyer's perception of the supplier's product and service and it adds value to a product and builds enduring relationships. In consequence, the understanding of the notion of customer perception, is a prerequisite for best service provision. Service quality determines the reputation of an organisation, and the level of quality provided often determines what consumers think of an organisation and thus this leads to its reputation being enhanced or downgraded. Thus in the current context, customer satisfaction and loyalty is an antecedent of reputation. Corporate reputation, when understood by numerous stakeholders, is decisive as it helps to slash the operational costs, and positively affects both monetary and customer-related indicators, such as consumer satisfaction, confidence and loyalty (Dowling 2001; Roberts and Dowling 2002; Caruana et al., 2004; Rose and Thomsen 2004). Most past studies on corporate reputation to quote but a few (Fombrun et al., 2000; Davies et al., 2002; and Page and Fearn, 2005)

have applied a multiple stakeholder approach to corporate reputation and explored the influence of customers' behaviour regarding corporate reputation. Researchers consider consumers to be one of the most essential stakeholder groups as they generate revenue flows for corporations.

The importance of customers in the context of this study is that they determine how reputable a service organisation is perceived to be. Thus, customer satisfaction through good service quality should be at the heart of any industry offering services to its clients. Perception is an opinion about something viewed and assessed and it varies from customers to customers, as every customer has different beliefs towards certain services and products that play an important role in determining customer satisfaction. Customer satisfaction is determined by the customers' perceptions and expectations of the quality of the products and services. In many cases, customer perception is subjective, but it provides some useful insights for organizations to develop their marketing strategies. Providing high level of quality service has become the selling point to attract customer's attention and is the most important driver that leads to satisfaction. Therefore, customer perception and customer satisfaction are very closely linked together, because if the perceived service is close to customer's expectations it leads to satisfaction. Satisfied customers provide recommendations; maintain loyalty towards the company and customers in turn are more likely to pay price premiums (Reichheld, 1996). It is imperative for an organization to clearly identify its customer's perceptions of service quality in order to be able to develop mechanisms to improve or maintain the quality of service they provide to their customers.

Dimensions of service quality and customer satisfaction

A service, whether as a core product or a customer service presents an opportunity to create value for the customer (Trasorras et al, 2009; Grönroos & Ravald, 1996). As such it must be of quality, especially if the former is established (Parasuraman et al, 1985b). Since the 1980s there has been an increase in the enquiry into service quality (Lehtinen & Lehtinen, 1991). This interest is fueled by companies realizing that service quality is a more effective source of competitive advantage (Zeithaml, 2005). This lead to more studies on its conceptual framework, techniques for measurement, managerial implications and its effect on consumer behavior (Pe´rez et al, 2007; Padma et al, 2007). This thesis seeks to explore the service quality-loyalty relationship in the automobile industry. This is necessary because as discussed earlier, the nature of services as compared to physical products still makes it difficult for a comprehensive study and a consensus among services researchers (Pe´rez et al, 2007)

There are two main issues shaping studies in the conceptualization of service quality. The first is how consumers evaluate service quality and the second is what influences customer’s evaluation of service quality. On the first issue, consensus are that, consumers evaluate service quality based on their perception. This is mainly due to the high level of intangible nature of a service outcome (Zeithaml, 2005; Grönroos, 2001; Parasuraman et al, 1988). However, this makes the concept less objective and less easy for many researchers to digest (Brady and Cronin, 2001). Parasuraman et al, (1988) define perceived service quality as: “the global judgement, or attitude, relating to the superiority of the service”. The literature establishes that, perceived

service quality itself is as a result of a comparison between consumers' pre-purchase expectations and the perception of actual service received or experienced from the service provider (Parasuraman et al, 1985b, Grönroos, 1984). This is referred to as the expectancy-disconfirmation (Oliver 1980)

Based on the perception-minus-expectations model, Parasuraman et al, (1988, 1991) developed SERVQUAL, an instrument for measuring service quality. The instrument has 22 pairs of items measuring customers' expectations of service quality from a particular service industry in one hand and perception of service performance from a particular service provider within the industry, in another. Perceived service quality is thus identified by calculating the difference between perception (P) and expectations (E) at different levels. Some scholars argue for a performance-only model (SERVPEF) of perceived service quality (Cronin and Taylor, 1992; 1994; Babakus & Mangold, 1992a). One argument is that perceived performance better captures consumers' attitude. Babakus and Boller (1992b) also indicate that consumers are unable to distinguish between desires and current performance. As such they tend to always rate their expectations higher than performance. Carman (1990) also shares similar view and further emphasizes on the practical difficulties associated with gathering data on expectations.

On the second issue, Zeithaml (2005) mention that the notion of service quality is about its dimensions, i.e. that factors on which customers form their perception of service quality. In the words of Zeithaml (2005, p.117), "[they] represent how consumers organize information about service quality in their minds". The writings of (Grönroos, 1984; Parasuraman et al, 1985 and Lehtinen, 1983) provide answers to the overriding question of what

customers of services see in a service as a need-satisfying solution in the absence of any perceived ready-made product. In other words, what are the dimensions of service quality perceived by service customers? Answers to this question show that consumers of services form their perception of quality on multiple factors or dimensions: Grönroos (1984) identified 3 dimensions as: technical quality, functional quality and corporate image. He explains technical quality as the outcome of the service that is what the consumer gets or receives from the service encounter. The functional quality of a service quality is the consumer's view of how the service is delivered. Since service production and consumption takes place in the presence of the consumer, what happen during the service encounter is also very important to the consumer when evaluating service quality. Contrary to the technical outcome, the functional dimension is subjective and more difficult to describe. Grönroos (1984) also add a third dimension, the corporate image which results from experiencing the company's services. In the words of Padma et al (2007, p.160), the corporate image dimension serves as "a filter in consumers'" perception of quality". The idea is that consumers'" perceptions which are attitudes and belief are influenced by their experiences with the service company over time. If a good image is held about a service company, this will influence a consumer's perception of service quality even during service breakdowns.

Lehtinen et al. (1991) also identified dimensions like that of Grönroos (1984) which explain that service consumers see beyond the outcome of the service rendered to them. Their dimensions include physical quality. These include the tangible outcome as well as the physical environments that enabled

the service encounter and the production of the service outcome (e.g. machinery for repair services). Other dimensions include process quality and corporate image. As in the previous cases, Lehtinen and Lehtinen (1982) found that the interaction between a service personnel and a consumer leaves much to the consumer to talk about when evaluating service quality especially as s/he participates in the service process. The same thing applies to a consumer that identifies with a company. It is very important to emphasize that even though Grönroos and Lehtinen and Lehtinen were the first to conceptualize service quality, their initial contributions were only global definitions of the dimensions (Brady & Cronin, 2001).

In an exploratory study to understand the nature and determinants of consumer services, Parasuraman et al (1985b, 1988) initially categorized respondents' comments into 10 overlapping determinants or dimensions of service quality. These were explicitly explained by Dr. Crocker et al. (2003) as the following:

- **Access:** the ease with which the service can be obtained. It refers to such things as hours of operation, method of contact (online, in person) and waiting time.
- **Communication:** that is keeping customers informed. It involves several skills. Among these is listening empathetically. Communication also involves the use of a common language, and the explanation of the service, its advantages and disadvantages.
- **Competence:** involves a high level of skills and knowledge in providing the service.

- **Courtesy:** is the friendliness and politeness of those who provide the service.
- **Credibility:** is the trust that customers put in the organization and the person who is providing the service.
- **Reliability:** is the performance of the right service at the right time, done the right the very first time.
- **Responsiveness:** constitutes willingness and readiness of employees to provide immediate service.
- **Security:** is a freedom from danger, risk, doubt, and physical safety. Another key element is confidentiality of what the organization learns about each employee.
- **Tangibles:** Is the proof that the service and the organization is credible and trustworthy. Customers, employees too, want physical examples (tangibles) to perceive this credibility.
- **Understanding:** refers to the extent to which the organization understands what the customer's expectations are, and her feelings about the services being rendered.

These were later collapsed into 5 distinctive dimensions including: Tangibles, reliability, responsiveness, assurance and empathy.

- Tangibles, physical representation of the service Appearance of physical facilities, equipment, employees and communication materials from a service company. (e.g. neat appearance of service personnel).

- Reliability dimension entails consumers' view about whether the services provided are consistent, dependable and accurate. It is a service company's ability to perform the promised service dependably and accurately.
- Responsiveness is the willingness of the service personnel to attend to consumers' needs and provide punctual services.
- Assurance, the service employees displayed knowledge, courtesy and ability to convey trust and confidence.
- Empathy, how a service company provides care and individualized attention to its customers, as well as having convenient operating hours.

These five dimensions which define SERVQUAL were originally measured with 22 pairs of items: Tangibles (4 items); Reliability (5 items); Assurance (4 items); Empathy (5 items). The number of items however is now modified across various industries and situations. As it is, the functional quality which results from the service encounter is labour intensive. Thus, scholars have also turned attention to the role of people as a puzzle in the quest for service quality. Bitner et al. (1992) mentioned that aspects of employees that affect perception of service quality include (a) appearance, e.g. dress and demeanor, (b) skills needed to perform the job, e.g. courtesy, (c) commitment. These early conceptualizations of the dimensions of service quality still guide developments of recent enquiries in the service quality literature (Brady & Cronin 2001). In fact, the findings of Grönroos (1984) is described as a seminal work (Padma et al, 2007) and the service quality dimensions identified by Parasuraman et al. (1985b, 1988) still dominate many

studies found in the service quality literature Brady et al. (2001) including the current study. Parasuraman et al, (1991) claim the SERVQUAL instrument is generic and observe that it advanced service quality studies across many industries. However, the same can also be said of the criticisms it has attracted. In a review of SERVQUAL, Buttle (1996) identified a total of 11 criticisms, both theoretical (4) and operational (7) in the application of SERVQUAL. Theoretically, the instrument is found to be functional, failing to include the technical outcome of service quality (Babakus and Mangold, 1992; Kang & James, 2004; Kang, 2006). The universality of the five quality dimensions and items within each dimension have also been questioned in many studies across different industries.

Carman (1990) who replicated the SERVQUAL instrument in four different service sectors to check its generic claims found that additional dimensions (e.g. courtesy and access) are needed to better explain perceived service quality. Many scholars who use the SERVQUAL instrument in the automobile service industry which is of interest to this thesis also found several service quality dimensions. For example, the authoritative study of Bouman and Wiele (1992) about the service quality in the Dutch car industry based on the SERVQUAL instrument found only 3 dimensions: (a) Customer kindness. The service personnel's friendship, willingness and readiness to provide quick help to customers. This dimension is said to identify with all those found by Parasuraman et al except tangibles. (b) Tangible, the second dimension remains the same. (c) Faith, the third dimension should result from the customers' understanding and insight into the service process. This study

aims to build upon a version of SERVQUAL to probe into how customers evaluate services in the automobile service sector.

Importance of the Service Quality Dimensions

Many scholars who reported on the relative importance of the service quality dimensions and attributes across different industries underline the superiority of the functional dimension of service quality, popularly referred to as “service encounter” over other dimensions. Service encounters are more about social interactions than economic exchanges between a service supplier and consumer (Czepiel, 1990). Grönroos (1984) for instance mention that even though the technical outcome is important to the satisfaction of service consumer, it is “the way” the consumer gets what s/he receives that is most important. Bitner et al (1990) also demonstrated that customer satisfaction/dissatisfaction during service encounters has much more to do with employee “responses” to failure events than the failure itself. Parasuraman et al (1988) provide a more detail understanding of the importance of each functional dimension of service quality. They found that across a broad section of services, Reliability is the most important service quality dimension followed by Assurance, with empathy being the least. A study by Brady and Cronin (2001) also confirm these findings.

Studies in the automobile service industry also confirm the superiority of the functional quality over service outcomes. Bouman and Wiele, (1992) found that customers define service quality based on their perception of the employee’s performance, i.e. customer kindness dimension. The other two dimensions, Tangibles and faith, only have indirect influences on customers’ perceived service quality. However, the authors could not identify the specific

service attributes that are particularly important to customers. Yazdi et al, (2009) who studied the importance of service quality dimensions in four agencies of the largest car manufacturer in Iran found that respondents' expectations are all time high with intangible dimensions compared with the tangibles. Thus, they advise that management refrain from exaggerating the physical elements of service and focus on training of staff to improve interactive quality.

However, one central question about the importance of service quality dimensions for customers is whether generalization is possible. This is because according to Lovelock (1983), services differ in terms of (a) their nature i.e. whether intangible or tangible action is applied and (b) the recipient or the consumer of the service action, i.e. human or possession. These classification variables imply that the importance of service quality dimensions will vary across service types and generalization is not possible. Chowdhary and Prakash's (2007) study in this area supports this view. They found that reliability and tangibles dimensions are respectively the most important dimensions, followed by empathy and responsiveness in a service context where tangible actions are used on possessions (e.g. cars). The reverse is the case for other industries under study. For instance, while reliability is ranked second for services on possessions, it occupies a fifth position for an information processing company. In the same vein, scholars such as Reima and Kuehn (2005); Lin and Liang (2011); Pantouvakis (2010) also provide further supports to the difficulties in generalizing the importance of service quality across different services sectors as did Parasuraman et al (1988). In their respective studies, they argue that the tangibles dimension of service

quality can become more important to service consumers if it is operationalized to consider new realities of service landscape. Lin and Liang (2011) for instance found that the physical environment defined in terms ambient and design of the servicescape shows more influence on consumer emotions and satisfaction than the emotions displayed by the service personnel. Based on previous researches and particularly to those in the automobile service industry, this thesis will attempt to find out which of these service dimensions are most important to the customers under study.

The link between Service Quality and Customer Satisfaction

Service quality plays an essential part in creating customer satisfaction. The connection between service quality and customer satisfaction has been well established in service marketing literature (Antony et al., 2004; Ladhari 2009; Sivadas & Baker-Prewitt 2000). In general, it is commonly argued that a high level of service quality leads to a high level of customer satisfaction. Ladhari (2009), for example, finds that customers who receive high level of service quality are likely to be more satisfied compared to those who receive low level of service quality.

Conceptual Frame work

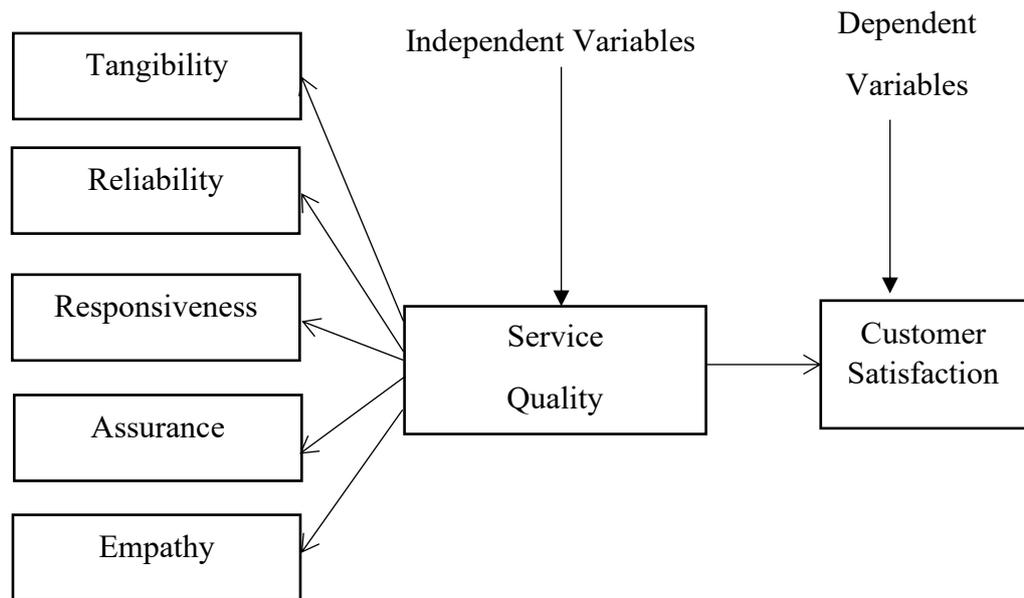


Figure1: This is a Conceptual framework on the relationship between Service Quality and Customer Satisfaction.

Summary

It can be concluded that service quality is in direct relation with customer satisfaction. If quality service is provided it will have a positive effect on customer satisfaction which will eventually be beneficial to an organization. Today most customers prefer good service to lower prices. Thinking about all the situations where customers are prepared to pay a little more to get a better or more efficient service. Companies and organizations that provide these added service benefits are likely to be the winners. Customers are requiring and demanding better services and the goal of all automobile companies is to make customers feel special by improving service quality which will lead to greater customer satisfaction.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter looks at the research design and methodology used in the study. It is an important component that essentially maps out the methods and overview approach that was utilized in conducting the research. The chapter begins by discussing the research design and the study area. It continues with information on the population for the study, the sampling procedure and the research instruments used. It further provides description of how data was gathered, processed and analyzed to draw conclusions. The chapter ends with a summary of the research methods and the limitations of the study.

Research Design

The purpose of this study is to look at customer satisfaction of service quality at Toyota Ghana Company Limited, Tema Branch. To achieve this, the study sort to look at these three specific objectives. Examine customer perception on the various dimensions of service quality in Toyota Ghana Company limited (TGCL). Examine the relationship between the dimensions of service quality and customer satisfaction. And finally asses the perceptions of customers of the services provided by TGCL, Tema branch. The correlational research design was deemed appropriate for the study since this research seeks to establish the relationships among two variables, independent variable service quality and dependent variable customer satisfaction. This research is categorized as a correlational research based on the relationship it seeks to establish and the method of obtaining the considered data been a

questionnaire as against many research designs such as; exploratory, causal/explanatory, experimental design, descriptive design and meta-analysis.

Based on previous studies it is declared that a questionnaire allows the respondent to make quick and fast decision and make the coding of the data simpler and easier. For the type of research being undertaken a quantitative method was adopted. The primary method was also included in this study. The primary research was conducted by using questionnaire surveys. It is one of the most widely and vastly used survey for data collection techniques. This is because each respondent is asked to respond to the same set of questions and this provides efficient way of collecting the responses in an easy and smooth manner. In addition, it is also used because it delivers more specific outcome than the secondary study itself.

Study Area

The case selection of this research was focused generally on the Ghanaian automobile service industry with Toyota Ghana Company Limited (TGCL) and its customers as the specific case. Toyota Ghana Company Limited, (TGCL) entered the Ghanaian automobile industry some 20 years ago and quickly rose to the leadership position, thanks to sound management practices and a commitment to always satisfy customers. In 2010, its commitment to excellent services was rewarded by The Toyota Corporation of Japan. In the same year, TGCL alone controlled a little over 19% of the total number of new cars imported into the country. Its closest competitor, Rana Motors (dealers of KIA cars) stood at 10.31%. With the rate at which competitors were growing in new vehicle sales and the introduction of competitive vehicle models in the market, the company recently embarked on

a new strategic path, to expand its after-sales services as a way of differentiating itself from its competitors. The company sees major challenge ahead in terms of meeting customers' expectations on the after-sales services sector is the best path base and its future revenues streams. It was therefore appropriate to select Toyota Ghana Company Limited to test the extent of customer satisfaction perception of service quality in automobile service industry.

Population

The research was made up of customers who utilize vehicle maintenance and repair services of Toyota Ghana Company Limited. The decision about a sample size of customers was taken considering time and cost, the need of precision, and a variety of further considerations (Bryman and Bell, 2003). Due to the limit of time and costs, the population was narrowed to customers who patronize their services from TGCL, Tema Branch. TGCL currently has five branches namely Accra branch, Kumasi branch, Tema branch, Tarkwa branch and the Body and Paint (BP) branch, also in Accra. Customers in the Tema Branch was chosen as survey sample because of the following reasons: one, it sells and services all the Toyota brands such as Coaster bus, Hiace bus, Toyota saloon cars, Rav 4, Pickups, Land cruisers and Prado's, as well as the newly added brand Hino, which has limitations to some of the branches like Accra and Tarkwa which handles only the Land cruisers, Prado's, Pickups and the Toyota saloon cars. In choosing Tema Branch all the Toyota car users will be covered in this study.

Sampling Size

In determining the sample size, Israel (1992) postulated that there are several approaches used in determining the sample size. These, include using a census for small populations, imitating a sample size of similar studies, using published tables, and lastly applying formulas to calculate a sample size. For this particular study, the first approach was used. For the sake of convenience, a total sample size of 120 customers were chosen from customers who purchase and service vehicles from the Tema Branch of TGCL.

Sampling Techniques

There are two basic techniques for sampling a population: probability sampling and non-probability sampling. In probability sampling, each member of the population has a specifiable chance of being chosen (Cosby, 2000). The probability sampling is very useful when one wants to make a clear statement about a specific population. In contrast, the non-probability sampling techniques are arbitrary. For example, a population may be defined, but little effort is expended to ensure that the sample accurately represents the population (Cosby, 2000). For this very study, the probability sampling procedure was used. The probability sampling infers that each person has some known (non-zero) probability of being included in the sample (Bouma & Atkinson, 1999; Easterby-Smith, Thorpe & Lowe, 2002).

Customers were selected from the various service providers at the Tema branch of TGCL. It was assumed that same customers who purchase our brand of vehicles also patronise our workshop and buys spare parts. So then an equal number of 40 customers were selected from each service provider. In total, a

sample size of one hundred and twenty (120) customers from the Tema Branch of TGCL was selected as summarized in the Table 1

Table 1: 3^s Service (Sales, Service and Spare parts)

3 ^s Service	Number	Percentage (%)
Sales	40	33.33%
Service	40	33.33%
Spare parts	40	33.33%
Total	120	100%

Source: Field Survey, Owusu (2018)

Data Collection Instruments

Questionnaire Design

A self-completion Questionnaire with mostly closed questions and three open ended questions was developed for primary data collection. The questions were easy to follow and particularly easy to answer. According to Bryman and Bell (2003), closed questions have some advantages: it is easy to process answers; it enhances the comparability of answers and makes them easier to show the relationship between variables.

Questionnaire Structure

The questionnaire was composed of four parts and total of 30 statements (see appendix). The first part was about customer satisfaction generally on all the “3s” service providers by TGCL Tema branch with eight questions. The second part touched on service quality with questions on all the five dimensions (Tangibility, Reliability, Responsiveness, Assurance and Empathy). All of the items were measured by using a five-point Likert-type response scale, with 5 being strongly agree and one being strongly disagree.

The third part touched on customer's perception on the brand Toyota. The fourth part was made up of three open minded questions for customers to provide their expectations, experience and other comments to help achieve their satisfaction with the firm.

Validity and Reliability Testing

To ensure rigor and generalization of the research findings, both validity and reliability were assessed. Cronbach's alpha was computed to assess reliability, while content validity was examined for validity. To obtain content validity, the researcher adapted the approaches suggested by Cooper & Schindler (2011). That is, identifying existing scales from the relevant literature and seeking opinions from a panel of experts, including the spare parts and service managers of Toyota Ghana, Tema Branch. Additionally, two experts from our major customers, CEO of Brian's Toyota Motors, Tema and the Mechanical Engineer of Ghana Ports and Harbour Authority in charge of vehicles to evaluate the questionnaire's suitability to satisfy their perception of service quality. Based on their feedback, several items were eliminated or modified to improve the comprehensibility and clarity of the research instrument. To examine reliability of the scale dimensions, the Cronbach's Alpha was calculated, as it is considered as the most widely accepted reliability measure.

Table 2, provides the Cronbach's Alpha (α) for the five dimensions. As all the values of Cronbach's Alpha for each dimension was above 0.7, thus it can be concluded that the measures used here are consistent enough for the study .

Table 2: Service quality variables and items used in the study with the reliability measures

Dimensions	Items	Cronbach's Alpha
Tangibles	1) Toyota Ghana, Tema Branch has modern-looking equipment. 2) Toyota Ghana, Tema Branch physical facilities are visually appealing. 3) Toyota Ghana, Tema Branch employees are neat appearing. 4) Materials associated with the service (such as forms, brochures, statements etc.) visually appealing at Toyota Ghana, Tema Branch.	0.884
Reliability	1) Toyota Ghana, Tema Branch services are performed within the promised time. 2) When I have a problem, Toyota Ghana employees show sincere interest in solving the problem. 3) Toyota Ghana correctly performs the service right the very first time. 4) Toyota Ghana provides its service right the first time 5) Toyota Ghana insist on error free records.	0.864
Responsiveness	1) At Toyota Ghana I do not spent much time waiting in line. 2) Toyota Ghana, Tema Branch employees are willing to help 3) Employees of the Tema Branch, Toyota are quick in eliminating potential errors. 4) Toyota Ghana employees quickly respond to my requests.	0.857
Assurance	Employees of Toyota Ghana are trustworthy I feel safe in my transactions with Toyota Ghana Employees of Toyota Ghana are consistently courteous towards me. Toyota Ghana employees are knowledgeable to answer my questions.	0.877
Empathy	Toyota Ghana employees provides me an individual attention. Toyota Ghana has convenient operating hours to my needs Toyota Ghana has employees who give me personal attention. Toyota Ghana considers my wishes and needs Toyota Ghana employees shows understanding of my specific needs.	0.907

Source: Field Survey, Owusu (2018)

Questionnaire Pretesting

The questionnaire was pretested to find out its effectiveness. This involved selecting a small segment in the same manner which was followed in the full-scale operation. Through this the researcher was able to know whether the replies or questionnaire responses provided the type of information needed or respondents were misinterpreting any of the questions. Results obtained in the pretest helped in the subtraction of some items and addition of new and appropriate ones. Generally, the exercise helped in fine tuning the questionnaire. In all 20 questionnaires were tested on a small sample of 15 respondents with 5 each chosen from the three service providers of the Tema branch of TGCL. Mainly customers who visited the workshop for their vehicles to be serviced, customers who came in to procure vehicles and finally customers who walked to the counter to make purchase of spare parts. Thus out of the 15 questionnaires tested 11 correct and defect free responses were recovered recording 73.33% recovery rate. The 4 lost were drivers who brought in vehicles for servicing and had to take the questionnaires along.

Data Collection Procedure

The researcher recruited research assistants in all the TGCL three service (3^S) providers at the Tema Branch in the administering of the questionnaires. The researcher with support from one assistant personally administered the questionnaires at the Spare parts sales section of the Tema branch. The researcher personally visited the Vehicle sales department and Service department during the period to check the progress of administering of questionnaires, gather first-hand information on the ground and help clarify any issue arising in the course of the exercise. Customers were generally

enthusiastic to answer the questions. Initially, customers were made to fill the questionnaires themselves.

We however realized at the Parts Section, that a good number of them left some pages unfilled and some did not fill at all while a few requested to send the questionnaires away to be submitted later. Our quick investigation at the service department revealed that some customers, especially the drivers, were finding it difficult to read or understand the questions. Some customers also felt there were too many questions to answer. To solve these problems, we changed the administering style by sitting with some customers one on one and helping them fill the questionnaires. Although this was highly tedious, it was found to be very effective in ensuring a high rate of error free responses. The story was similar in the other sections. Most customers at the vehicle sales took their questionnaires away and it was difficult retrieving them. That resulted in a much lower recovery rate. The assistant at the vehicle sales could not have enough time to sit with customers one on one. This resulted in a low response rate. In all, 120 questionnaires were sent out and 90 valid responses were received. There by making a response rate of 75%.

Data Processing and Analysis

The field data was processed by editing; coding, classification and tabulation to present a cleared view for analysis. The coding was necessary for efficient analysis of data. For this research work, coding decisions were taken at the designing stage of the questionnaire. All of the items under each of the 6 constructs were measured by using a five-point Likert-type response scales, assigning numerals to question responses with 5 coded for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree. The

response categories in Likert scales have a rank order and therefore could be referred as ordinal because ordinal scale of measurement is one that conveys order (Jamieson, 2004).

There are many tools and techniques appropriate for analyzing ordinal data. In this study, the researcher chose the software SPSS for Windows version 20 to do the analysis. SPSS for Windows is one of the most widely used computer software for analysis of quantitative data for social scientists. SPSS (Statistical Package for the Social Sciences) has been in existence since the mid-1960 and over the years has undergone many revisions, particularly since the arrival of personal computers (Bryman & Bell, 2003). A statistical regression analysis was also carried out to further test the relationship between the variables (Tangibility Perception, Reliability Perception, Responsiveness Perception, Assurance Perception and Empathy Perception).

The statistical regression analysis was also used to analyze the variables, first to find out the extent to which the independent variables contribute to changes in the dependent variable customer satisfaction and also find out which independent variables were or were not very significant in explaining variations in the dependent variable. The study finally analyzed customer's comments, expectations and recommendations of the services provided by Toyota Ghana Company Limited to help in the achievement of their customer satisfaction perception of service quality.

Chapter Summary

This research is categorized as a correlational research since it sought to establish a relationship between two variables, independent variable service quality and dependent variable customer satisfaction. A quantitative method

was adapted with a self-completion questionnaire of 30 statements with mostly closed questions and three open ended questions developed for primary data collection. The study area for this research focused generally on the Ghanaian automobile service industry with Toyota Ghana Company Limited (TGCL) and its customers as the specific case. TGCL currently has five branches namely Accra branch, Kumasi branch, Tema branch, Tarkwa branch and the Body and Paint (BP) branch, also in Accra. Due to the limit of time and costs, the population was narrowed to customers who patronize their services from TGCL, Tema Branch, with 120 customers as the sample size.

The statistical software SPSS version 20 for windows was used to analyze the data gathered. In spite of the research methods used for this study. The research was limited to the following constraints. Since the study was limited to customers who patronize the service from the Tema Branch of Toyota Ghana Company Limited. Generalizing the research findings was not possible as the sample size was not a general representation of all the customers of the automobile companies in the country. Research questions designed to examine the extent to which Toyota Ghana vehicle users are satisfied with the service delivered were only issued out to 120 customers, hence the majority were not reached to provide enough information. Data collection encountered some challenges, owing to the inability of potential subjects (the customers and staff of the TGCL) to volunteer information emerging from their operations.

The research study was also limited to time, job and financial constraints.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

Data analysis involved various ways through which information gathered from the field and other sources were put together in a meaningful way for easy comprehension. This chapter has four main sections: The first section briefly restates the purpose of the study and summarizes the research methods employed, including analytical techniques used. The second section presents and discusses the results of the questions. The third section evaluates each finding and examines the implications with respect to the theoretical positions raised in this research and practical applications. The final section looks at the summary of the findings.

The purpose of this study is to look at service quality and customer satisfaction at the Tema branch of Toyota Ghana Company Limited. To achieve this, a quantitative method was adopted with a self-completion questionnaire of 30 statements with mostly closed questions and three open ended questions developed for primary data collection. A total of 120 questionnaires were distributed to customers of the three (3) service providers of TGCL, Tema Branch. Number of questionnaires earmarked for each service provider was distributed equally. From table 3, total number of questionnaire responses received was 90 representing a response rate of 75% of the number sent out. Among the service providers, Spare parts had the highest response rate of 95%. The spare parts department was where the researcher works. The researcher therefore was able to follow up

more strongly to ensure a relatively higher response rate. The Vehicle Sales section had the lowest response rate of 55%. In administering the questionnaires, the researcher was well aware of the possibility of missing values, the situation where a respondent skips a question because he or she does not understand a phrase or the entire question. There was also the possibility of some respondents failing to complete entire questionnaires due to the tall list of questions involved or due to time constraints. The researcher was also aware of the fact that a large percentage of customers who visited the facility were drivers who mostly have as high as secondary education and might make mistakes when filling the questionnaires or might refuse to respond at all. To avoid such problems, the researcher recruited a team of volunteers to be with and guide respondents in answering the questions. This perhaps contributed greatly to achieving the low overall error rate. Thus out of 120 questionnaires originally distributed 90 correct and defect free responses were recovered (75% recovery rate) and formed the basis for this analysis.

Table 3- Frequency distribution of responses per TGCL service providers at the Tema branch

Service Provider	Spareparts	Service	Sales	Total
Questionnaires Sent Out	40	40	40	120
Questionnaires Received	38	30	22	90
Response Rate %	95%	75%	55%	75%
No. Analyzed	38	30	22	90
No. Incomplete	2	10	18	30
Overall Recovery Rate	95%	75%	55%	75%

Source: Field Survey, Owusu (2018)

Customer Type Analysis

Frequency distributions showing the spread across the various customer types are illustrated by table 4. These are generally the type of customers who access vehicle service facilities. Responses from these different types of customers in understanding service quality was important because they all tend to have a different perception of the quality of service offered by a vehicle service firm. Secondly, in a car service firm, different types of customers tend to be more exposed to one quality dimension than the other. Drivers mostly bring vehicles in for service and therefore tend to relate easily and appreciate the tangibles and empathy aspects of the service better. Vehicle owners on the other hand, visit service firms in person less frequently and are usually more concerned about reliability and assurance dimensions of the service since they are the end users. Fleet and Garage managers amongst other things are usually more concerned with responsiveness of service rendered. Toyota Ghana Authorized Service Shop (TGASS), Gerco Auto Ventures - HO and the Six Total Service Stations available in Tema who patronize servicing parts from TGCL Tema would also be more concerned with Reliability, Responsiveness, Assurance and Empathy. They don't visit the service providers often. A good mix of customer types as shown in the customer type table is a good sign that bias in the answers to the questionnaires would be reduced.

From table 4, the largest number of respondents was Garages (29%), followed by Fleet Companies (25%), Drivers 22%, Individual Owners (17%), Total Service Stations (6%) and T-GASS (1%). This shows that owners of individual Garages, Fleet companies and Drivers (e.g. company

drivers, drivers of vehicle owners and fleet drivers) often visit the service firm and are therefore mostly in direct contact with the service provider and its staff. Their perception of quality of service rendered is therefore very important since what they report can affect the image of the service firm. Individual Owners, Total Service Stations and the Toyota Ghana Authorized Service Stations also form a substantial portion of the respondents. Their perceived image of the firm's service quality is very crucial since they experience the entire service themselves and at the same time happen to be the major decision takers as far as repeat sale and customer satisfaction is concerned.

Table 4 : Frequency Distribution of Responses by Customer Type

Customer Type	Frequency	Percentage
Individual Owners	15	17%
Fleet Companies	22	25%
Garages	26	29%
TGASS	1	1%
Total Service Station	6	6%
Drivers	20	22%
Total	90	100%

Source: Field survey, Owusu (2018)

Results and discussions for constructs

Descriptive Statistics

Before proceeding to discuss the analysis of responses obtained for the various constructs, it is worth noting that the type of data being dealt with in this research is ordinal in nature. Ordinal refers to quantities that have a natural ordering. The Likert scale, which is used to measure the choice on a rating scale, say from 1 to 5, does produce ordinal data. In measuring the central tendencies for ordinal data, the median or mode is usually employed. The median serves as a valuable alternative to the mean especially for ordinal data. Median is appropriate for ordinal scale. Statistical texts are clear that for ordinal data one should employ the median or mode as the measure of central tendency (Jamieson, 2004). This is because the arithmetical manipulations required calculating the mean (and standard deviation) are inappropriate for ordinal data where the numbers generally represent verbal statements (Kyei, 2011). Kuzon Jr et al. (1996) argued that the average of fair and good is not fair-and-a half; this is true even when one assigns integers to represent fair and good. The median as a measure of central tendency was mostly used in this research analysis to provide an organized and summarized view for the field data. It was used to determine the single value that identifies the center of the distribution and best represents the entire set of data for each construct. As proposed by Bryman and Bell (2003), a single score for each construct per observation was obtained by computing the median for each construct per observation. The median score per observation per construct was developed to give a summarized view showing responses per respondent. The complete median

score for all observations was fed into SPSS software for further computation and analysis including frequency distribution and Spearman correlation test.

Objective 1: Examine customer perception of the various dimensions of service quality in Toyota Ghana Company limited (TGCL).

Table 5 presents the overall scores of the mean, Mode, Median and standard deviation for each construct. On a five-point Likert scale, the median mark for Tangibles perception for all 90 respondents was 4 (denoting „agree“ in the Likert scale). This indicates that customers“ perception about the tangible features of TGCL“s service is good and quite high. The median mark for reliability for all 90 respondents was 4 (denoting „agree“ in the Likert scale), indicating that customers gave affirmative response and are happy about how reliable TGCL“s after-sale services are. The median mark for Responsiveness perception for all 90 respondents was 4 (denoting „agree“ in the Likert scale), suggesting that people agree to the kind of responsiveness shown by TGCL in its service to customers. The median mark for Assurance for all 90 respondents was 4 (denoting „agree“ in the Likert scale). This also implies that TGCL after-sale service instills a good level of assurance in its customers. The median mark for Empathy perception for all 90 respondents was 4 (denoting „agree“ in the Likert scale), meaning customers like the kind of empathy shown to them in TGCL“s day to day service delivery.

The median mark for customer satisfaction for all 90 respondents was 4, denoting that the customer’s overall satisfaction perception about TGCL

Tema branch was good even though they fell short on the provision of souvenirs. This suggest that customers are satisfied with the services provided and will remain loyal to TGCL after-sale service and are willing to encourage their friends and relatives to use the services offered by TGCL and would definitely repurchase Toyota Brand of vehicles. Comparing the median scores of the five constructs discussed above, and assuming the responses were provided by same set of respondents, we can conclude that the various dimensions of service quality perceived by customers are linked to customer satisfaction.

Table 5: Descriptive Statistics for the Service Quality Dimensions and Customer Satisfaction

Service Quality Dimensions	No. of Respondents	Mean	Mode	Median	Standard Deviation
Tangible Perception	90	4.204	4.00	4.33	0.533
Reliability Perception	90	4.277	4.00	4.17	0.541
Responsiveness Perception	90	4.274	4.00	4.00	0.546
Assurance Perception	90	4.300	4.00	4.33	0.529
Empathy Perception	90	4.500	4.67	4.67	0.370
Customer Satisfaction	90	4.100	4.13	4.13	0.420

Source: Field Survey, Owusu (2018)

Objective 2: Examine the relationship between the dimensions of service quality and customer satisfaction.

Spearman's Correlation Test

The Spearman's correlation with two tailed tests of statistical significance at 0.01 levels was carried out to find out the strength of

association and the consistency of the relationships between the constructs (Gravetter and Wallnau, 2005).

From table 6, all five dimensions of service quality were found to be significantly (statistically) and positively correlated with customer satisfaction. Tangibles perception is significantly and positively correlated with customer satisfaction perception ($r = 0.621, p < 0.01$). Reliability perception is significantly and positively correlated with customer satisfaction perception ($r = 0.664, p < 0.01$). Responsiveness perception is significantly and positively correlated with customer satisfaction perception ($r = 0.674, p < 0.01$). Assurance perception is significantly and positively correlated with customer satisfaction perception ($r = 0.668, p < 0.01$). Empathy perception is significantly and positively correlated with customer satisfaction perception ($r = 0.366, p < 0.01$).

Table 6: Spearman’s Correlation Matrix of service quality dimensions and Customer Satisfaction.

		Tangible Percept.	Reliable. Percept.	Response. Percept.	Assure. Percept.	Empathy Percept.
Customer Satisfaction	Correlation Coefficient	0.621	0.664	0.674	0.668	0.366
	Customer Satisfaction(r)					
	Significance (2-tailed)	0.00	0.00	0.00	0.00	0.00
	Customer Satisfaction (p)					
	No. of respondent	90	90	90	90	90

Source: Field Survey, Owusu (2018)

Regression Analysis

Results were analyzed using the linear regression model. Linear regression attempts to model the relationship between a dependent variable, say Y, and one or more explanatory and independent variables, say X and Z, which are believed to explain the dependent variable. This is done by fitting a linear equation to the data gathered. The linear equation between the dependent variable Y and the independent variables X and Z will usually take the form,

$$Y = a + bX + cZ$$

Where a is a constant or intercept. This is the value of Y when X and Z are zero. b and c are coefficients of X and Z respectively. They determine the degree of the effect X and Z have on the dependent variable Y.

Most commonly line regression models rely on the mean values of the various variables in determining existing relationships. Less commonly, linear regression refers to models in which median values of variables are used. Among its numerous applications, linear regression analysis helps to quantify the strength of the relation between the dependent variable and the individual explanatory variables. It also helps to determine which independent variables may have no relationship or very insignificant relationship with the dependent variable. It is however important to note that the use of regression analysis require assumptions. One of the many assumptions is the y-variable is normally distributed, and this places some limitations on using regression analysis on all the types of data. The normal distribution assumption is more limiting in that only ratio and interval

measurement scales can be normally distributed. Technically, it is not appropriate to use nominal and ordinal measures as the y-variable or dependent variable in regression analysis. However, behavioral scientist often uses ordinal scales as dependent variables in regression analysis. This typically occurs when the theoretical concept being measured by the ordinal scale, for example, customer satisfaction being measured with a Likert scale, is assumed to be continuous and is assumed to have an equal interval ordinal scale. Practically speaking however, there are no limiting assumptions for the independent variables. As such they can be measured on scale, be it nominal, ordinal, interval or ratio. Linear regression is used widely in biological, behavioral and social sciences to describe possible relationships between variables. It ranks as one of the most important tools used in these disciplines.

In this analysis, the six construct being investigated will now be known as variables. The dependent variable for this analysis is Customer Satisfaction and the explanatory or independent variables are Tangibles perception, Reliability perception, Responsiveness perception, Assurance perception and Empathy perception.

Let Customer Satisfaction variable be represented by C_s

Let Tangibles perception variable be represented by T_A

Let Reliability perception variable be represented by R_L

Let Responsiveness perception variable be represented by R_s

Let Assurance perception variable be represented by A_s

Let Empathy perception variable be represented by E_M

A linear regression model which defines the relationship between these variables will take the form;

$$C_S = a + bT_A + cR_L + dR_S + eA_S + fE_M$$

Where a is a constant and b, c, d, e, f are coefficients of their respective variables.

The mean values per construct of each observation will be assumed to represent the variables to be investigated. These mean values per observation per construct were obtained using the SPSS software and were used to conduct the regression analysis. The researcher chose to use the mean values instead of the median scores in conducting the regression analysis. Mean values give more accurate representation of the average value of each construct per observation compared to median values. To obtain an accurate line of best fit out of the huge amount of data gathered being modeled, the level of accuracy of values are very important. Mean values would help create an accurate model than median values.

As mentioned earlier also, the dependent variable, customer satisfaction will be assumed to be continuous and to have an equal interval ordinal scale. The regression analysis output from SPSS is outlined in the tables 7, 8 and 9.

From the regression coefficient table 7, the estimated model is:

$$C^S = 2.07 + 0.22T_A + 0.30R_L + 0.42R_S + 0.22A_S + 0.23E_M$$

Where 2.07 is our intercept, 0.22 is the coefficient of (T_A), 0.30 is the coefficient of (R_L), 0.42 is the coefficient of (R_S), 0.22 is the coefficient of (A_S), and finally 0.23 is the coefficient of (E_M)

From the regression model, a T_A coefficient of 0.22 means for every unit

increase (decrease) in customer perception of tangibles, it results in 0.22 increase (decrease) in customer satisfaction.

From the regression model, a T_A coefficient of 0.30 means for every unit increase (decrease) in customer perception of reliability, there occurs increase (decrease) in customer satisfaction by 0.30 times.

From the regression model, a R_S coefficient of 0.42 means for every unit increase (decrease) in customer perception of responsiveness, it results in 0.42 increase (decrease) in customer satisfaction.

From the regression model, an A_S coefficient of 0.22 means for every unit increase (decrease) in customer perception of assurance in the service received, it results in 0.22 increase (decrease) in customer satisfaction.

From the regression model, an E_M coefficient of 0.23 means for every unit increase (decrease) in customer perception of empathy, customer satisfaction CS increases (decrease) by 0.23 times.

From table 8, the R-Squared value is 0.617. This indicates that differences in the service quality variables T_A , R_L , R_S , A_S and E_M , together explains about 62% percent of the variations in Customer Satisfaction, C_S .

The adjusted R-Square of 0.59 means that the variations are caused by the predictors and that all errors have been taken care off, resulting in a percentage of 59%.

From the table (table 9) the significant F value is approximately 0.000. Since this far less than our chosen level of significance of 0.01, we can conclude that the model as a whole is statistically significant in explaining the values of the dependent variable, Customer Satisfaction, C_S .

Table 7: Linear Regression Coefficients Table for Service Quality Dimensions and Customer Satisfaction.

Unstandardized Coefficients			Standardized	t	P Sig.
		Std. Error	Coefficients Beta		
(Constant)	2.07	0.35		5.93	0.00
TANGIBLES	0.22	0.19	0.27	1.11	0.27
RELIABILITY	0.30	0.19	0.39	1.56	0.12
RESPONSIVENESS	0.42	0.20	0.54	2.10	0.04
ASSURANCE	0.22	0.36	0.27	0.60	0.55
EMPATHY	0.23	0.12	0.21	1.96	0.05

Table 8: Linear Regression R Square and Adjusted R Square**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F	df1
1	.785 ^a	.617	.594	.26731	.617	27.040	5

Source: Field survey, Owusu (2018)

Table 9: Linear Regression ANOVA table for Service Quality Dimensions and Customer Satisfaction.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.660	5	1.932	27.040	0.000
Residual	6.002	84	0.071		
Total	15.666	89			

Source: Field survey, Owusu (2018)

Objective 3: Assess the perception of customers of the services

provided by TGCL, Tema branch

“3^s” Service Providers Analysis

Customers were asked to assess the three (3) service providers of TGCL, Tema Branch, Sale of Vehicle service provider, Service and

Workshop service provider and Spare parts sales service provider to confirm which service provider gives the best of service satisfaction to customers. This will intend motivate the service provider and the other service providers will also emulate their best practices in order to improve their services as well. From table 10 respondents strongly agree that they receive satisfaction from spare parts as against 36 for sales and 9 for service. 45 respondents agree to the fact that they receive maximum satisfaction from sale of vehicle service providers as against 36 for service and 27 for spare parts. 18 respondents went for Neutral for service as against 9 for spares and zero for sale of vehicle. 27 respondents disagree that service department gives maximum satisfaction as against 9 for sales and 2 for spares. None of the customers strongly disagreed receiving satisfaction from the three service providers. This shows that the respondents are satisfied with the services provided by the service providers. We can finally conclude that Sale of vehicle service provider gives 90% satisfaction than Spare parts 88% and Service 50% from all the 90 respondents.

Table 10: Frequency Table of 3^s Service provider's satisfaction

5 Likert Scale	Sales	Service	Spare parts
Strongly Agree	36	9	52
Agree	45	36	27
Neutral	0	18	9
Disagree	9	27	2
Strongly Disagree	0	0	0
Total	90	90	90

Source: Field survey, Owusu (2018)

Customer comments Analysis

A good number of the customers said that it is important TGCL; Tema meets their *promise delivery dates and time* on their service of vehicles and spare parts ordered from Japan. This tells a lot about customer's expectation of a product reliable service. Another important point raised concerning the idea of maintaining their service quality and standards and also improving on their communications. This strongly borders on reliability and assurance of good service. Another frequent comment from respondents was to do with the provision of food vendor and the re-introduction of the coffee and milo dispenser, since most of the customers finds it difficult to get food to eat when waiting for their service. This also borders on responsiveness and empathy. Customers talked a lot about tangible issues such as improvement on the road network to the Tema facility and increase the number of directional signs on the roads. Another point of interest raised by customers as important to them has to do with the availability of parts for all Toyota brands of vehicles, be it Japan, America and Dubai. This again centers on reliability and responsiveness of service. Another point of interest raised by customers as to with the provision of more discounts and the reduction of product prices and service charges. This again borders on reliability and responsiveness. One last issue which came up in customers' comments as important to keeping them satisfied is for TGCL, Tema to offer "motivational packages" to them such as T-Shirts, pens, key holders and Toyota branded cups.

100% of the number of respondents said that they would recommend TGCL, Tema to their friends (**Question 29**). This means that customers who

patronize their services from the Tema Branch of TGCL are very much satisfied with the service provider even though there are few reliable and tangible challenges to improve upon.

From Table 11, a total of 90 customers responded to question 28 and 30. Responses bordering on reliability were the highest (42%) followed by tangibles (36%) and then assurance. Responses on empathy and responsiveness were the lowest.

Table 11: Statistics of comment types for questionnaire item 28 & 30

Q.28 According to your assessment what are some of the things you would like Toyota, Tema branch to do to increase your satisfaction.	No. of Customers	Total	Service Quality Dimensions
Q.30 Any additional comments			
Comments on Reliability issues	38	42%	Reliability
Comments on Tangibles issues	32	36%	Tangibles
Comments on Assurance issues	10	11%	Assurance
Comments on Empathy issues	6	7%	Empathy
Comments on Responsiveness issues	4	4%	Responsiveness
Total	90	100%	

Source: Field survey, Owusu (2018)

Summary of Analysis

From the descriptive statistics and the correlation test results, a positive relationship exists between all the service quality dimensions and for that matter, service quality and customer satisfaction. This is consistent with the findings of Berry (1995) which indicates that improving service quality will create customer satisfaction.

The positive relationship between tangibles perception and customer satisfaction indicates that when customers are happy with tangibles aspects of a service, customer satisfaction increases and vice versa.

The positive relationship between reliability perception and customer satisfaction also affirms that when customers are happy about how reliable a service is. The customer is likely to be satisfied and is likely to stay with the service firm. Responsiveness perception found to be positively related to customer satisfaction suggests that the customers expect acts of responsiveness from service providers in order to be satisfied.

The positive relationship between assurance perception and customer satisfaction implies that increase in customer perception of assurance may lead to increase in customer satisfaction and vice versa. Empathy perception found to be positively related to customer satisfaction suggests that the customers expect acts of empathy from service providers in order to be satisfied with their services.

From the regression model, it is clear that all the service quality variables or dimensions had positive coefficients and therefore relate positively to customer satisfaction. This is in line with the other test results discussed above. It is consistent with the findings of (Antony et al., 2004;

Ladhari 2009; Sivadas & Baker-Prewitt 2000) who suggested that high degree of service quality translates into customer satisfaction. Customer satisfaction is expected to increase when customer's service quality expectations are met. It can be concluded here that TGCL Tema branch customers, Tangibles, reliability, assurance, responsiveness and empathy are important in their decisions to be satisfied.

The regression model summary also brought out a significant issue which needs further study. The R-square value obtained in the test was 0.62. This indicates that differences in the service quality variables together explain only 62% percent of the variations in the customer satisfaction. Though the effect is strong, the error margin is also quite significant. It is indication that changes in other factors not mentioned may also have effect on variation of customer satisfaction. Studies conducted by Lehtinen et al. (1991) also identified dimensions like that of Grönroos (1984) which explains that service consumers see beyond the outcome of the service rendered to them. Their dimensions include physical quality. These include the tangible outcome as well as the physical environments that enabled the service encounter and the production of the service outcome (e.g. machinery for repair services). Other dimensions include process quality and corporate image. There would be the need for further study to find out which other factors may account for customer satisfaction of TGCL, Tema customers aside the service quality.

From the 90 respondents on the satisfaction level of the 3^S service providers. It can finally be concluded that Sale of vehicle service providers gives 90% satisfaction to customers, Spare parts 88% and Service

department 50%. From the analysis of customers open comments, it is obvious that opinion of a good service and for that matter their satisfaction level is related to all the dimensions of service quality. However, their preferences seem to border more on reliability, tangibles and assurance of service. TGCL, Tema customers therefore seem to place more emphasis on these three dimensions compared to responsiveness and empathy. In all the dimensions studied, reliability seems to be of the highest importance among respondents. This is in line with the findings of Parasuraman et al (1998) in their understanding of the importance of the various service quality dimensions across a broad section of services; Reliability seemed to be the most important service quality dimension. A study by Brady and Cronin (2001) also confirm these findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The purpose of this study is to look at Customer Satisfaction of service quality at the Tema Branch of Toyota Ghana Company Limited. The study had three main objectives as well as three major research questions to help achieve the purpose of this study:

The objectives were to examine customer perception of the various dimensions of service quality in Toyota Ghana Company limited (TGCL). Secondly, to examine the relationship between the dimensions of service quality and customer satisfaction and finally asses the perceptions of customers of the services provided by TGCL, Tema branch. The following constituted the research questions; how customers perceive the dimensions of service quality in Toyota Ghana Company limited (TGCL), Tema branch? What is the relationship between the dimensions of service quality and customer satisfaction? What are the perceptions of customers of services provided by TGCL, Tema branch?

To achieve this purpose of study, the following research methods were employed. A quantitative method was adapted with a self-completion questionnaire of 30 statements with mostly closed questions and three open ended questions developed for primary data collection. The study area for this research focused generally on the Ghanaian automobile service industry with Toyota Ghana Company Limited (TGCL), Tema branch and its customers as the specific case, with 120 customers from all the three service

providers as the sample size. The statistical software SPSS version 20 for windows was used to analyze the data gathered.

Summary of findings

Firstly, it was discovered that, customer's perception of the dimensions of service quality across all the three (3) service providers of TGCL, Tema branch is positively high and level of satisfaction is also high.

Secondly, there exist a positive relationship between each of the five dimensions of service quality (tangibles, reliability, responsiveness, assurance, empathy) and customer satisfaction. An increase in customer perception of each of the results in a subsequent increase of customer satisfaction and vice versa. Thus, from customer's perspective, their perception of tangibles within a service may affect customer satisfaction.

Thirdly, customer's perception of all the three service providers was good and very high. Their impression of the service providers, sales, service and spare parts was very good. Among the 90 respondents, customers were very more satisfied with the services of the vehicle sales with 90%, followed by the spare parts with 88% and service of vehicles with 50%.

Again, confidence in reliability of a vehicle service rendered may affect the level of satisfaction of the customer and would inform customer's decision to either switch or remain with the service provider. Furthermore, customers feeling of a level of responsiveness shown by service providers may also lead to customer's satisfaction. In addition acts of assurance of service perceived by customers would inform their satisfaction level. Finally, the satisfaction level of customers may be affected by the amount of

empathy they perceive to be demonstrated by the service provider. Customers perceived more of reliability perception and tangibility perception as important and significant to them and are more likely to affect their satisfaction compared to responsiveness, assurance and empathy. The road networks from the Kpone barrier and the one from the Tema Oil Refinery leading to the premises are in a devastating state. Again the distribution of souvenirs to customers is also on the low side. The signs post on the roads are very few and not broad enough to lead.

Conclusions

This research work is consistent and adds unto the findings of many researchers which have proven that service quality has influence on customer satisfaction to a service provider. The study also confirms that each of the dimensions of service quality has positive impact on customer satisfaction. Ability of a company to satisfy their customers and grow a number of loyal customers is considered as one of the most important assets of a company.

In Ghana, competition among businesses to capture and keep customers has become keen, and one such area is the automobile industry consisting of vehicle sales and after-sale services where customers demand for high quality service is increasing. This is certainly the case with Toyota Ghana Company Limited and the Tema branch. To remain competitive and make customers satisfied, it is necessary for vehicle service providers to understand these dimensions of service and put in the right measures, in an attempt to make both new and existing customers satisfied and increase their purchases to strengthen the financial growth of a company (Hayes, 2008).

Service quality was found to have positive relationship with customer satisfaction. Thus high degree of service quality translates into customer satisfaction (Berry, 1995). This research work has also proven and established that perception of service tangibles has a positive relation with customer satisfaction. It has also added on to the conclusion that, when service firms provide reliable services and increase the customers trust, respect the customers and improving the communication between the staff and customer's satisfaction is achieved. Again the research has shown that assurance of service and the level of responsiveness shown by the service firm can all determine the satisfaction level of a service in the long run. The provision of individual attention, wishes and specific needs of customers, in other words empathy, can affect the satisfaction of customers.

Finally, the findings of this study support the assertion that service quality enhances customer satisfaction.

Recommendations

The findings of this research work, provides owners and managers of automobile firms most especially Toyota Ghana, Tema with evidence to appreciate the effectiveness of service quality from the consumer's perspective. TGCL, Tema staff should also improve their communication with their customers to maintain service standards. Especially the front line staff and the service and parts advisors. Management of TGCL, Tema should focus on providing a food vendor at TGCL, Tema premises and the re-introduction of the coffee and milo dispenser, since most of the customers finds it difficult to get food to eat when waiting for their service.

The management of the parts section of TGCL, Tema should focus on getting availability of parts for all Toyota brands of vehicles, be it Japan, America and Dubai. They should also look at the provision of more discounts and the reduction of product prices and service charges. Management of TGCL, Tema should look at offering “motivational packages” to their customers such as T-Shirts, pens, key holders and Toyota branded cups. Finally, this study is expected to serve as a guide and help service providers in the automobile industry make informed judgment when it comes to meeting the present customer need. It provides insight and significant feedback from vehicle users to automobile service firms which could serve as an input to future improvement plans for customers and growth plans for businesses.

Suggestions for Future Research

The research sample used was selected at Random from TGCL Tema branch only leaving the other TGCL branches Accra, Kumasi, Tarkwa and Body and Paint Branch also at Accra due to resource and time constraints. Therefore, there’s the need to conduct the research at the national level to find more issues related to the other factors contributing to customer’s satisfaction. Again further research could expand the sample size by selecting sample units from other vehicle service centers and automobile firms across Ghana in order to have a better representation of vehicles users in Ghana.

This research was relatively narrow because it did not identify all the factors of customer satisfaction such as customer loyalty (Hafeez & Muhammad 2012), American customer satisfaction model (ACSI Model)

identified by (Angelova & Zekiri, 2011), customer perceived value and many more identified by (Yang & Peterson, 2004). Therefore, further research may consider broader range of customer satisfaction preferences determinants. Moreover, during the analysis, it was discovered that in this research, all the variables of service quality could only account for about 62% of the variations in customer satisfaction. This confirms that there is the need to research further to discover all influences of customer satisfaction in Toyota Ghana Company Limited, Tema branch in Ghana as a whole.

REFERENCES

- Aaker, A., David, K. V., & Day, S. G. (1998). *Marketing research*. New York: Wiley.
- Adele B. (2009) Investigating Service Quality Dimensions in South African Motor Vehicle Servicing. *African Journal of Marketing Management*, 1(1), 1-9.
- Anon (2008), *Marketing of services, Learning Resources*, Cheltenham, England.
- Anon (2009), *Research methods Learning Resources*, Cheltenham, England.
- Archana S., & Srivastava M. (2013) *Factors Affecting Customer Satisfaction: "A Study on Maruti Suzuki"*, *International Journal of Advanced Research in Computer Science and Software Engineering* ISSN: 2277 128X.
- Barry, L.L., Parasuraman, A., & Zeithaml, V.A. (1994). *Improved service quality in American: Lessons learned*", *Academy of Management Executive*, 8 (2), 32-52.
- Berry, L.L. (1988), *Delivering excellent service in retailing*, *Arthur Anderson Retailing Issues Letter*.
- Berry, L.L., Zeithaml, V.A., & Parasuraman, A. (1985). *Quality counts in services, too*", *Business Horizons*, May- June, 44-52.
- Carman, J.M. (1990). Consumer perception of service quality: An assessment of the SERVQUAL dimensions. *Journal of Retailing*, 66(1), 33-55.
- Chowdhary, N., & Prakash, M. (2007). *Prioritizing service quality dimensions. Managing Service Quality*, 17(5), 493-509.

- Crocker O., & West E. (2003). Quality Management. *Common wealth of learning*, 77-7.
- Cronin, J.J., & Taylor, S.A. (1992). Measuring service quality: A reexamination and extension. *Journal of Marketing*, 56(1), 55-68.
- Cronin, J.J., & Taylor, S.A. (1994). SERVPERF versus SERVQUAL: Reconciling performance-based and perceptions-minus-expectations measurement of service quality. *Journal of Marketing*, 58(1), 125-131.
- Customers Satisfaction Level (2011). *SCMS Journal of Indian Management*, 8(4), 78-90.
- Czepiel, J. A., (1990). Service encounters and service relationships: Implications for Research. *Journal of Business Research*, 20(1), 13-21.
- Gilewicz, P. J., Gross, A.C., & Ware, W.W. (1976). *World Motor Vehicle Markets*. (pp.81-93) Columbia Journal of World business.
- Gravetter, J. F., & Wallnau, B. L. (2005). *Essentials of statistics for Behavioral Science*. United States of America: Quebecor World/Taunton.
- Grönroos, C. (1994). A Service Quality Model and its Marketing Implications. *European Journal of Marketing*, 8 (4), 36-44.
- Grönroos, C. (1994). *From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing*. *Management Decision*, 32 (2), 4-20.
- Grönroos, C. (2001). *The perceived service quality concept: A mistake* *Managing Service Quality*, 11 (3), 150-152.

- Grönroos, C. (2007). An Applied Service Marketing Theory. *European Journal of Marketing*, 16 (7), 30-41.
- Hess, R. L. (2008). The impact of firm reputation and failure severity on customers responses to service Failures. *Journal of Services Marketing*, 22 (5), 385–398.
- Hougaard, S. & Bjerre, M. (2002). *Strategic Relationship Marketing*. ISBN 87-593-0840-0. Sam funds literature Press.
- Jamieson, S. (2004). *Likert scales: how to (ab) use them*. Blackwell Publishing Ltd Medical Education (38th ed.) p.1212–1218.
- Jones, M. A., & Suh, J. (2000). Transaction specific satisfaction and overall satisfaction: An empirical analysis. *Journal of Services Marketing* 14 (2), 147-159.
- Kang, G.D (2006). *The hierarchical structure of service quality: Integration of technical and functional quality*. *Managing Service Quality*, 16 (1), 37-50.
- Kang, G.D., & James, J. (2004) *Service quality dimensions: an examination of Grönroos' service quality model*. *Managing Service Quality*, 14 (4), 266–277.
- Kassarjian, H. H (1977). Content analysis in consumer research. *Journal of Consumer Research*, 4(1), 8-18.
- Keiningham, T.L., Cooil, B., Aksoy, L., Andreassen, T.W., & Weiner, J. (2007). *The value of different customer satisfaction and loyalty metrics in predicting customer retention, recommendation, and share-of-wallet*. *Managing Service Quality*, 17 (4), 361-384.

- Khalifa, A.S. (2004). Customer value: *A review of recent literature and an integrative configuration Management Decision*, 42 (5), 645-666.
- Khatibi, A.A., Ismail, H., & Thyagarajan, V. (2002). What drives customer loyalty: An analysis from the telecommunications industry. *Journal of Targeting, Measurement and Analysis for Marketing*. 11(1) 34-44.
- Kim, C. S., Zhao, W. H., & Yang, K. H. (2008). An Empirical Study on the Integrated Framework of e-CRM in Online Shopping: Evaluating the Relationships Among Perceived Value, Satisfaction, and Trust Based on Customers' Perspectives. *Journal of Electronic Commerce in Organizations*, 6 (3) 1-19.
- Kurtkoti, A., & Prabhu, S. (2011). *A Study of Customer Satisfaction towards Nano Cars Customers in Pune City*", Pravara management review, 10 (2), 28-32.
- Lehtinen, U., & Lehtinen, J.R. (1991). Two Approaches to Service Quality Dimensions. *The Service Industries Journal*, 2 (3), 287-303.
- Lin, J. C., & Liang, H. (2011). *The influence of service environments on customer emotion and service outcomes*. *Managing Service Quality*, Vol21 (4), 350-372.
- Liu, Y., Li, Y., Tao, L., & Wang, Y. (2008). *Relationship stability, trust and relational risk in marketing channels: Evidence from China*. *Industrial Marketing Management*, 37(1), 432-446.
- Lohana, S. R., & Sharma, O. (2012). A study on Customer Satisfaction towards Hyundai cars in Nanded city. *International Journal of Marketing and Management Research*, 3 (4), 118-138.

- Lovelock, C.H. (1983). *Classifying services to gain strategic marketing insight*. In: Hogg, G. & Gabbott, M. (Ed.) (1997) *Contemporary services marketing management*. The Dryden Press, London.
- Mahapatra, S., Kumar, J., & Chauhan, A. Customer Satisfaction, Dissatisfaction and Post-Purchase evaluation: An empirical study on small size passenger cars in India. *International Journal of Business and Society* 30 (2)312-320.
- Morgan, R.M. & Hunt, S.D. (1994). The Commitment-Trust theory of relationship marketing. *The Journal of Marketing*, 58 (3), 20-38.
- Nunnally, J. C. (Ed). (1978). *Psychometric theory*. (2nd ed). New York: McGraw Hill.
- Oliver, R. L. (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. New York: McGraw Hill.
- Oliver, R. L. (1999). Whence consumer loyalty, *Journal of Marketing*, 63(1), 33-44.
- Oliver, R.L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17, 460-9.
- Oliver, R.L. (1993). Cognitive, affective, and attribute of the Satisfaction response. *Journal of Consumer Research*, 20(1), 418-430.
- Parasuraman, A., Zeithaml, V.A. & Berry, L, (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49 (4), 41–50.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1985). Problems and Strategies in Services Marketing. *Journal of Marketing*. 49(1), 33-46.

- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1985). *Quality counts in service marketing, too*. *Business Horizons*, 44-52.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1991). Refinement and assessment of the SERVQUAL scale. *Journal of Retailing*, 67 (4), 420-450.
- Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1996). The Behavioral Consequences of Service Quality. *Journal of Marketing*, 60(1), 31-46.
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1988). SERVQUAL: *A Multiple-Item scale for measuring consumer perceptions of service Quality*. *Journal of Retailing*, 64 (1),12-40.
- Patterson, P. G. & Smith, T. (2003). A cross-cultural study of switching barrier s and propensity to stay with service providers. *Journal of Retailing*. 79 (2) 107-120.
- Pe´rez, M.S., Abad, J.C.G., & Carrillo, G.M.M. (2007). *Effects of service quality dimensions on behavioral purchase intentions: A study in public-sector transport*. *Managing Service Quality*, 17 (2), 134-151.
- Rajesh N., Ranjith P. V., Sumana B. & Charu S. (2010), A Study of Service Quality on Banks with Servqual Model, *SIES Journal of Management*, 7(1), 35-45.
- Sharma, S. K., Sharma, K., & Khan, M. (2011). A Study and analysis of customer Satisfaction of Tata Motors in Jaipur, *International Journal of Business Management and Economics research*, 2(4), 250-257.

- Sureshchander, G.S., Rajendran, C., & Anantharaman, R.N. (2002). *The relationship between service quality and customer satisfaction-a factor specific approach. Journal of Services Marketing, 16(4), 363-379.*
- Trasorras, R., Weinstein, A., & Abratt, R. (2009). *Value, satisfaction, loyalty and retention in professional services Marketing. Intelligence & Planning, 27 (5), 615-632.*
- Tseng, Y. M. (2007). *The Impacts of Relationship Marketing Tactics on Relationship Quality in Service Industry. The Business Review: Cambridge. 7 (2), 310-314.*
- Vinodini, K. J., & Umarani, P. (2014) *Analyzing Customer Satisfaction towards Quality of Service and Sales at Lanson Toyota, Chennai, IJAMBU ISSN 2348-1382 (2).*
- White, L., & Yanamandram, V. (2007). *A model of customer retention of dissatisfied business services customers. Managing Service Quality, 17 (3), 298-316.*
- Yazdi, S. M., & Keshavarz, S.M. (2009). *Measuring service quality in the car service agencies. Journal of Applied Sciences, 9 (24), 4258-4262.*
- Zeithaml, V. A. (1988). *Consumer perceptions of price, quality, and value: A Means-End model and synthesis of evidence. Journal of Marketing 52(1), 2-22.*

Zeithaml, V. A. (1981). How consumer evaluation processes differ between goods and services. In: Hogg, G. and Gabbott, M. (ed.) (1997). *Contemporary services marketing management*. The Dryden Press, London.

Zeithaml, V.A., Bitner, M.J. & Gremler, D.D. (2005) *Services Marketing*. (4th ed.). McGraw-Hill.

Zikmund W.Z (2003). *Business Research Methods*. (7th ed.). Cengage Learning Private Limited, New Delhi.

APENDIX A
UNIVERSITY OF CAPECOAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT STUDIES
MASTER OF BUSINES ADMINISTRATION,
GENERALMANAGEMENT
QUESTIONNAIRE FOR DATA COLLECTION

INTRODUCTION:

This instrument is designed to collect data on customer satisfaction perception of service quality in the automobile industry. Evidence from Toyota Ghana Company Limited, Tema Branch. You are invited to complete the questionnaire bearing in mind that your honest responses will go a long way to determine the overall success of this exercise. This work is strictly for academic purposes and so information given be treated with confidentiality.

Thank you for giving us the opportunity to serve you better and to make sure we meet your expectations.

Please indicate the one appropriate to your satisfaction, by ticking [] or by writing in the space(s) provided.

PART I

Customer Satisfaction Perception.

1. Am very satisfied with the services provided by Toyota Ghana, Tema Branch?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

2. Based on my experience with Toyota Ghana, I will continue to buy Toyota Ghana Vehicles?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

3. Toyota Ghana Tema Branch always meets their promise delivery time?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

4. Toyota Ghana, Tema Branch does well with the provision of Toyota souvenirs to their customers?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

5. All my problems are being resolved to my satisfaction when I contact the customer service of Toyota Ghana Tema Branch?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

6. Spare parts department gives me the best of service?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

7. Service/Workshop gives me the best of service?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

8. Vehicle sales department gives me the best of service?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

PART II

Service Quality

(SERQUAL: Tangible, Reliability, Responsiveness, Assurance and Empathy)

Tangibles Perception

9. Toyota Ghana, Tema Branch facility is very appealing to you?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

10. TGCL, Tema Branch staffs appear very neat and smart?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

11. This service firm has good directional signs on the route and within the premises?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

Reliability Perception

12. This service firm is good at keeping appointments?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

13. TGCL, Tema Branch meets its delivery time and date?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

14. TGCL, Tema Branch delays customers unnecessarily in delivering their service.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

Responsiveness Perception

15. This service firm is prompt in solving my complaints?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

16. TGCL, Tema Branch is able to supply all parts requested at the parts counter?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

17. TGCL is dependable in terms of offering solutions to vehicle

breakdowns and distress calls.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

Assurance Perception

18. TGCL staff are knowledgeable and much equipped with skills on the job?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

19. The advice of staff is trustworthy in this service firm?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

20. TGCL contacts me for approval when extra jobs are needed to be done?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

Empathy Perception

21. TGCL gives customers the necessary attention in order to serve them better?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

22. This service firm agrees with me on the mode of payment before service.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

23. Staff always contacts me after service to know if I am satisfied.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
[]	[]	[]	[]	[]

PART III

Brand

24. I am convinced that Toyota Ghana is a leader in the automobile industry?

- Convinced
- Undecided
- Not convinced

25. I feel that Toyota Ghana is socially responsible?

- Yes
- No

26. Based on your awareness of TGCL brand of Vehicles, is it better, the same or worse than other brands?

- Better
- Same
- Worse

27. How do you assess the quality of TGCL product range?

- Very Quality Product
- Quality
- Fake

PART IV

28. According to your assessment what are some of the things you would

like Toyota Ghana, Tema Branch to do to increase your satisfaction?

-
-
-
-

29. Based on your experience and your level of satisfaction would you

recommend Toyota Ghana to a

friend?.....

30. If you would like to share any additional comments or experiences

about Toyota Ghana, Tema Branch, please enter them below?

.....
.....

APENDIX B

Servqual Dimensions

Statistics

		Tangible Perception	Reliability Perception	Responsiveness Perception	Assurance	Empathy
N	Valid	90	90	90	90	90
	Missing	0	0	0	0	0
Mean		4.2704	4.2778	4.2741	4.3000	4.5000
Median		4.3333	4.3333	4.3333	4.3333	4.6667
Mode		4.00	4.00 ^a	4.00	4.00 ^a	4.67
Std. Deviation		.53327	.54107	.54642	.52894	.37477

Statistics

Customer Satisfaction

		Customer Satisfaction
N	Valid	90
	Missing	0
Mean		4.1000
Median		4.1250
Mode		4.13
Std. Deviation		41950

a. Multiple modes exist. The smallest value is shown

Frequency Table

Tangible Perception

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.33	10	11.1	11.1	11.1
	3.67	9	10.0	10.0	21.1
	Agree	20	22.2	22.2	43.3
	4.33	17	18.9	18.9	62.2
	4.67	17	18.9	18.9	81.1
	Strongly Agree	17	18.9	18.9	100.0
	Total	90	100.0	100.0	

Reliability Perception

	Frequency	Percent	Valid Percent	Cumulative Percent
3.33	10	11.1	11.1	11.1
3.67	10	11.1	11.1	22.2
Agree	18	20.0	20.0	42.2
Valid 4.33	17	18.9	18.9	61.1
4.67	17	18.9	18.9	80.0
Strongly Agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Responsiveness Perception

	Frequency	Percent	Valid Percent	Cumulative Percent
2.67	1	1.1	1.1	1.1
3.33	8	8.9	8.9	10.0
3.67	10	11.1	11.1	21.1
Agree	19	21.1	21.1	42.2
Valid 4.33	17	18.9	18.9	61.1
4.67	18	20.0	20.0	81.1
Strongly Agree	17	18.9	18.9	100.0
Total	90	100.0	100.0	

Assurance Perception

	Frequency	Percent	Valid Percent	Cumulative Percent
3.33	9	10.0	10.0	10.0
3.67	9	10.0	10.0	20.0
Agree	18	20.0	20.0	40.0
Valid 4.33	18	20.0	20.0	60.0
4.67	18	20.0	20.0	80.0
Strongly Agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Empathy Perception

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	30.0	30.0	30.0
	4.33	9	10.0	10.0	40.0
	4.67	36	40.0	40.0	80.0
	Strongly Agree	18	20.0	20.0	100.0
	Total	90	100.0	100.0	

Customer Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.25	9	10.0	10.0	10.0
	3.50	1	1.1	1.1	11.1
	3.75	2	2.2	2.2	13.3
	3.88	16	17.8	17.8	31.1
	Agree	12	13.3	13.3	44.4
	4.13	23	25.6	25.6	70.0
	4.25	2	2.2	2.2	72.2
	4.38	8	8.9	8.9	81.1
	4.63	10	11.1	11.1	92.2
	4.88	7	7.8	7.8	100.0
	Total	90	100.0	100.0	

Frequencies

**Three Open Questions
Statistics**

		What would you like Toyota to do to increase customer satisfaction	Would you recommend Toyota to your friends	Any additional comment or experience about Toyota
N	Valid	90	90	90
	Missing	0	0	0
Mean		2.7000	1.0000	2.5000
Std. Deviation		1.42569	.00000	1.12430

Frequency Table

What would you like Toyota to do to increase customer satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Price Reduction	27	30.0	30.0	30.0
	improve on communication	18	20.0	20.0	50.0
	Improve on parts ordering lead time	9	10.0	10.0	60.0
	Improve on the road network	27	30.0	30.0	90.0
	Canteen services	9	10.0	10.0	100.0
	Total	90	100.0	100.0	

Would you recommend Toyota to your friends

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	90	100.0	100.0	100.0

Any additional comment or experience about Toyota

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bring back Coffee dispenser	9	10.0	10.0	10.0
	not applicable	54	60.0	60.0	70.0
	Maintain Standard	9	10.0	10.0	80.0
	Have parts of all Toyota Models	9	10.0	10.0	90.0
	Reduce cost of service	9	10.0	10.0	100.0
	Total	90	100.0	100.0	

Statistics

		Spare parts gives you the maximum satisfaction of service	Workshop service gives you the maximum satisfaction	Vehicle sales gives the maximum satisfaction
N	Valid	90	90	90
	Missing	0	0	0

**Frequency Table
3^S Service Providers**

Spare parts gives you the maximum satisfaction of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.2	2.2	2.2
	Neutral	9	10.0	10.0	12.2
	Agree	27	30.0	30.0	42.2
	Strongly Agree	52	57.8	57.8	100.0
	Agree				
	Total	90	100.0	100.0	

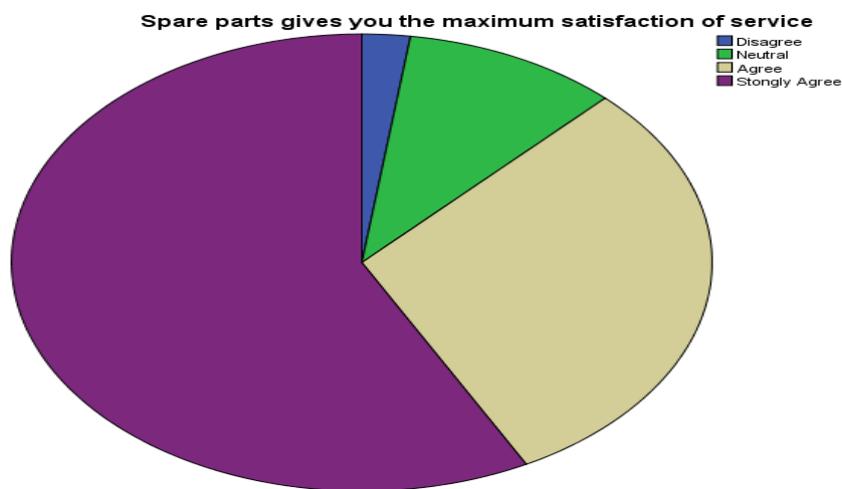
Workshop service gives you the maximum satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	27	30.0	30.0	30.0
	Neutral	18	20.0	20.0	50.0
	Agree	36	40.0	40.0	90.0
	Strongly Agree	9	10.0	10.0	100.0
	Total	90	100.0	100.0	

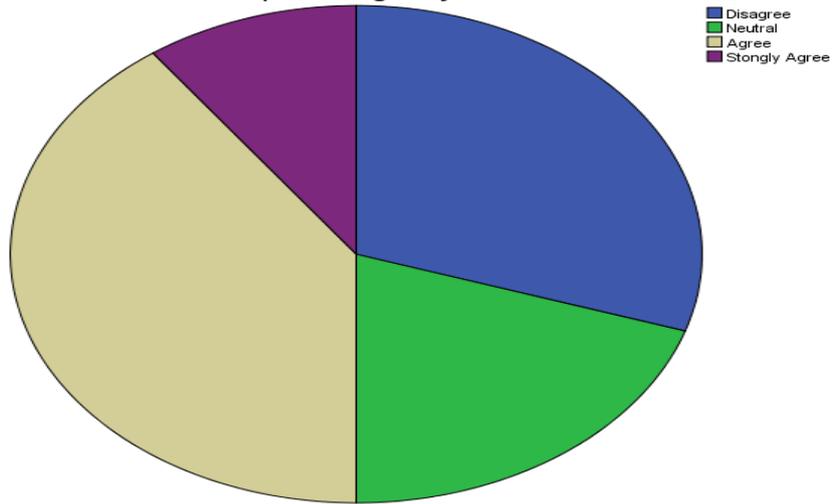
Vehicle sales gives the maximum satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	10.0	10.0	10.0
	Agree	45	50.0	50.0	60.0
	Strongly Agree	36	40.0	40.0	100.0
	Total	90	100.0	100.0	

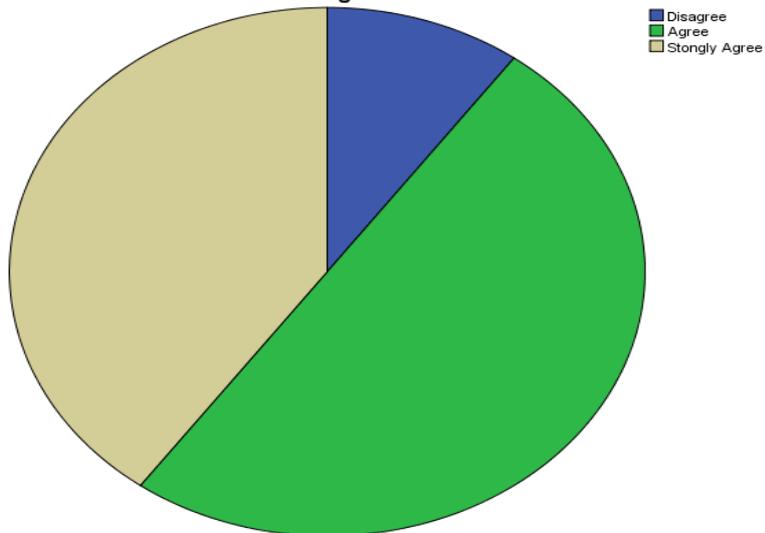
Pie Chart on 3^S Service



Workshop service gives you the maximum satisfaction



Vehicle sales gives the maximum satisfaction



		Correlations				
		Tangible Perception	Reliability Perception	Responsiveness Perception	Assurance	Empathy
Spearman' s rho	Tangible Perception	Correlation 1.000	.923**	.925**	.959**	.701**
		Coefficient Sig. (2- tailed)	.	.000	.000	.000
		N	90	90	90	90
	Reliability Perception	Correlation .923**	1.000	.932**	.966**	.673**
		Coefficient Sig. (2- tailed)	.000	.	.000	.000
		N	90	90	90	90
	Responsiveness Perception	Correlation .925**	.932**	1.000	.967**	.713**
		Coefficient Sig. (2- tailed)	.000	.000	.	.000
		N	90	90	90	90
	Assurance	Correlation .959**	.966**	.967**	1.000	.721**
		Coefficient Sig. (2- tailed)	.000	.000	.000	.
		N	90	90	90	90
	Empathy	Correlation .701**	.673**	.713**	.721**	1.000
		Coefficient Sig. (2- tailed)	.000	.000	.000	.000
		N	90	90	90	90
	Customer Satisfaction	Correlation .621**	.664**	.674**	.668**	.366**
		Coefficient Sig. (2- tailed)	.000	.000	.000	.000
		N	90	90	90	90

Correlations

		Customer Satisfaction
Spearman's rho	Correlation Coefficient	.621
	Tangible Perception	.000
	Sig. (2-tailed)	.000
	N	90
	Correlation Coefficient	.664**
	Reliability Perception	.000
	Sig. (2-tailed)	.000
	N	90
	Correlation Coefficient	.674**
	Responsiveness Perception	.000
	Sig. (2-tailed)	.000
	N	90
Correlation Coefficient	.668**	
Assurance	.000	
Sig. (2-tailed)	.000	
N	90	
Correlation Coefficient	.366**	
Empathy	.000	
Sig. (2-tailed)	.000	
N	90	
Correlation Coefficient	1.000**	
Customer Satisfaction	.	
Sig. (2-tailed)	.	
N	90	

Descriptive Statistics

	Mean	Std. Deviation	N
Customer Satisfaction	4.1000	.41950	90
Tangible Perception	4.2704	.53327	90
Reliability Perception	4.2778	.54107	90
Responsiveness Perception	4.2741	.54642	90
Assurance	4.3000	.52894	90
Empathy	4.5000	.37477	90

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	84 ^a	.000

a. Predictors: (Constant), Empathy, Reliability Perception, Tangible Perception, Responsiveness Perception, Assurance Perception.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.660	5	1.932	27.040	.000 ^b
	Residual	6.002	84	.071		
	Total	15.662	89			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Empathy, Reliability Perception, Tangible Perception, Responsiveness Perception, Assurance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	2.069	.348	5.936	.000
	Tangible Perception	.215	.194	.274	1.109 .271
1	Reliability Perception	.302	.194	.390	1.561 .122
	Responsiveness Perception	.416	.198	.542	2.103 .038
	Assurance	.215	.359	.271	.600 .550
	Empathy	.233	.119	.208	1.960 .053

Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
	(Constant)				
	Tangible Perception	.696	.120	.075	.075 13.377
	Reliability Perception	.753	.168	.105	.073 13.671
1	Responsiveness Perception	.757	.224	.142	.069 14.581
	Assurance	.747	.065	.041	.022 44.817
	Empathy	.479	.209	.132	.406 2.465

a. Dependent Variable: Customer Satisfaction