PERCEIVED QUALITY OF PASSENGER SERVICE PROVIDED BY RIFT VALLEY RAILWAYS CONSORTIUM

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DECLARATION

This management research project is my original work and has not been presented for a degree in any other university.

Signed _____   Date _10 11 2009_

King'ola Amos Musili

This management research project has been submitted for examination with my approval as the university supervisor.

Signed _____   Date _12/11/09_

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DEDICATION

I dedicate this project:

To my caring Dad-Pius King'ola Musili and to my loving Mom-Petronillah Munyiva King'ola. Thank you for according me the opportunity and supporting me financially. You're great parents.

To my sister Florence Mueni - Thank you for all your endless support.
To my brothers: Alfred, Simon, and Kitili-I did this project for you.
To my niece-Maureen Muthoki and my cousin Ndulu, thank you for believing in me.

To Sylvia - thank you for being patient.
To you all, I dedicate this project.

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ABSTRACT

The study was carried out with the aim of identifying attributes that passengers consider important in evaluation of services offered by rift valley railways consortium. It was also to Asses the extent to which passengers are satisfied with quality of services provided by rift valley railways consortium, and to determine how well rift valley railways consortium has performed on various attributes of service quality.

In order to achieve this, a questionnaire containing open and closed- ended questions was used to collect primary data. The data was collected through interviews by using the questionnaire as guide

A sample of 40 passengers was selected. There was a response rate of 100%. The analysis showed that attributes considered important by passengers in judging quality of services in rift valley railways consortium were: courtesy and friendliness of the staff, security of the premises, good driving expertise, accessibility of the staff, and maintenance of trains and railway lines.

The results of the study revealed that 37.5% of the respondents were dissatisfied with quality of services provided by rift valley railways consortium, 32% were neutral, 20% were satisfied and 10% very dissatisfied. The general performance of the organization was rated as poor, with mean scores ranging from 2.15 to 2.90; this showed that the company has to employ new strategies to improve services so as to win the confidence of passengers.

Future research can be done in other railway stations apart from Nairobi railways stations. Research can also be done to determine staff's perception towards services offered by Rift Valley Railways Company.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Over the recent years organizations have placed increasing emphasis on customer service as a means of gaining competitive advantage. As competition has become more global and more intense, many organizations have realized that they cannot compete on price alone. It is in these market places that many companies have developed a strategy of providing superior customer care to differentiate their products and services (Cook, 2002).

According to Kotler and Armstrong (2002) services companies want to ensure that customers will receive consistently high quality service in every service encounters. However, the service quality will always vary depending on the interactions between employees and customers. Companies should take steps not only to provide good service every time but also to recover from service mistakes when they do occur.

Christopher, et.al (1998) found that in seeking competitive advantage through service quality, particular attention has to be paid to the service 'delivery system' in just the same way that product quality is achieved through careful control of the productive process, so too is service quality determined by control of the delivery process. Bateman et. al (1993) argued that all organizations operate in a macro-environment which is defined by the most general elements in the external environment that can potentially influence strategic decisions.

Today a company cannot succeed without incorporating into its strategy the astonishing technologies that exist and continue to evolve. Technological advances create new products, production techniques, and ways of managing and communicating. Kibera (1996) argues that technology affects such major business functions as production, marketing, personnel and finance.

Porter, (1998) argued that technology affects competitive advantage, if it has significant role in determining relative cost position or differentiation. Since technology is embodied in every value activity and is involved in achieving linkages among activities, it can have a powerful effect on both cost and differentiation. Technological forces require that management keeps abreast of the latest developments and where possible, incorporates advancements to maintain the organization's competitiveness. Strategies that ignore or lag behind competitor in considering technology lead to obsolescence and extinction.

According to Donnelly et.al (1992) changes in the economy pose both opportunities and problems for managers. In time of continual moderate growth, many organizations enjoy a growing demand for output, and funds are more easily available for plant expansion and other investments. However, when the economy shifts downward (as in recession) demand plummets, unemployment rises and profits shrink.

Social and cultural forces affect an organization's actions and the demand for its products or services. Every nation has a social and cultural system comprising certain beliefs and values. The American culture and social system, for instance, promotes the values of individuality, equality, and free enterprise. Organization should monitor social and cultural forces because these external forces are extremely important to their performance (Donnelly et.al; 1992)

Numerous laws and a multitude of authority characterize the political, legal and regulatory forces that have an influence on the organization. Legislation affects the wages, and taxes that an organization pays. Government policies both impose strategic constraints and opportunities through tax laws, economic policies, and international trade rulings (Bateman et.al, 1993).

Organizations must consider demographic characteristics of people such as age, gender, family size, income, education, and occupation. Kibera (1996) argues that changes in the demographic factors may favor or disfavor a business in its endeavor to achieve its objectives. Physical environment such as; topography, climate, and infrastructure also offer ample opportunities for business enterprises.

1.1.1. Perceived Service Quality

Delivering high quality service is closely linked to profits, cost saving and market share. Companies are seeking new ways to measure quality that include customers' perception and expectations. Perceived service quality focuses primarily on using improved quality to increase revenue in an organization. Improved service quality also cuts costs because companies have fewer customers to replace, less corrective work to do, fewer inquiries and complaints to handle, and less employee turn over and dissatisfaction with which to deal (Lovelock, 1996).

Organizations today are striving to offer quality services that attract new customers from competitors perceived to offer a lower quality, while trying to retain the existing customers higher qualities than the competitor since the ultimate judgment about quality is rendered by the customer relative to the competitors' input (Mutuku, 2006). In attempt to understand how the quality of a given service is perceived by customers, Gronoos (1978) categorized customers" perception of any service into two dimensions-the technical quality, that is, what the consumer receive in the practical outcome of the service delivery process and the functional quality, how the consumer receives the technical outcome. He concluded that quality is generally perceived to be more important than technical

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quality suggesting that service quality must include the manner in which it is delivered.

Quality is therefore defined in terms of customers' subjective opinion. This is perceived quality (Mwaura, 2002). Gronroos (1990) has shown that the perceived quality of a service is the result of an evaluation process in which customers compare their perceptions of service delivery and its outcome against what they expected. To produce or supply a quality product or service, a company must be able to define and meet the customers' reasonable needs, requirements, and expectations, even as they change over time (Summers, 2000).

Drucker (1954) contends that there is only one valid definition of business purpose; to create a customer. Drucker indicated that an organization's ability to remain in business is a function of its competitiveness and its ability to win customers from the competition. The customer is the foundation of business and keeps it in existence. Blumberg (1991) argues that service is governed by the customers' perception of time and price, although the latter is measured by the value in use to the customer rather than the cost of service. Thus, customers may be loyal to a particular product or service due to the absence of competitive alternatives but this does not mean that they are satisfied. Customers are satisfied when their perceived and real needs are met.

Organizations should thus focus on cost-effectiveness and high-performance and make very effort to not only do the right things but to do them in the right way. Thus to achieve a desired customer levels, organizations should take care of the functional quality in areas where employees interact with a customer. In these and other areas an employee should create an impression on the customer which will meet or exceed the customers' expectations.

It is an axiom in marketing that customers do not buy products, they buy benefits (Mutuku, 2006). The perception of the service, which customers receive, is dependent upon their expectations. If the treatment, which the customer receives, is better than his expectations, this is excellent service. If the treatment is less than his expectation, this constitutes bad service. Consumers buy from the firm they believe offers the highest customers delivered value. In this case the perception of the customers carries the day, making value added service very important. Customer perception of quality service can be based on added social and financial benefits. Here the company increases the social bonds with customers by learning individual customers' needs and wants and then personalizing its products and services.

Marketers are interested in perception because it involves what consumers believe to provide satisfaction effectively in the marketplace; marketers must understand how all their marketing activities are perceived because perceptions greatly influence buyer behavior. Perception is largely selective from the large number of stimuli available in our complex world; we choose the one that will be given attention. Selectivity of perception serves as a filter through which potentially important or favorable experiences will be allowed to flow, while potentially unimportant or unfavorable experiences are locked out (Kibera and Waruinge, 1998).

1.1.2. The Transport Sector

Transportation is the most important facility in moving men and material. It contributes to the economic, industrial, social, and cultural development of a region or a nation. It helps primarily in linking production and consumption centers. As a result, raw and finished goods are utilized far away from their centers of production. By moving people across the country, transportation

brings about national integration and an understanding of different cultures (Ndole, 2006).

The Economic Recovery strategy for wealth and employment creation (ERSWEC 2003-2007) and the Kenya Vision 2030 (2007) identifies the Transport sector as the third pillar to Kenya's economic recovery. The sector comprises rail, road, pipeline and air transport.

According to Ndole (2006), Highways are most suitable for short haul of passengers and freight movement. It provides accessibility through door-to- door service. Railways are suitable for long-distance passenger and freight movement and for bulk commodity transportation. The most important in Kenya is the Uganda railway, from Nairobi to Mombasa. According to Kamala, 1988, railways form the most important and cheapest mode of transport. Waterways are cheap and best mode of moving raw materials across the seas, when speed is not the criteria. Airways move with greater speed but it is expensive. However, it is the best mode for long distance travelers and for transportation of goods.

The railway is essential for providing public transport services for both freight and passengers. In Kenya, the railway is the second most important provider of transport services after roads. However, the current railways system is in desperate need for investment and modernization. The freight throughput of KR has decreased from about 4.8 million tones per annum in early 1980's to the current level of 2.3 million tones per annum.

It requires investment in order to increase freight throughput, improved quality of service, introduce new and innovative technology and improve the working conditions of its employees. Due to limited financial resources, the Government

did not have the funds required to invest and modernize the railway infrastructure or buy new equipment and rolling stock.

The government put in place a comprehensive Public Enterprises Reform Program. The framework provided for the injection of private capital and expertise in the management of public enterprises. Through the framework, the concession of operations was identified as a major strategy for the recovery of the railway sub sector (www.krc.co.kre).

1.1.3. Kenya Railway Corporation

Kenya Railways Corporation (KRC) was incorporated in 1978 by an act of parliament to provide rail and inland water ways transport services to serve the country and the region. The KRC is a government owned public enterprise regulated under the Kenya railways corporation Act Cap 397 and the state corporations Act. The government supervises the corporation through the ministry of transport (www.krc.co.ke).

The railway network is operated by Kenya Railways in the country, which falls under the government of Kenya and the government is obliged to provide a reliable service. The rail is used as a mode of transportation for freight. The railway is operating with a fleet of approximately 156 locomotives for all the lines. The carrying capacity of the network is of 6407 wagons and 588 coaching units. The system covers almost 150 stations taking care of freight and passengers.

The former Uganda Railway was run by the company East African Railways. It jointly served the present countries of Uganda Tanzania and Kenya. Since the dissolution of the EAR Corporation in 1977, the national company Kenya Railways Corporation runs the former Uganda Railways and its branches in

Kenya. The most important line in the country runs between the port of Mombasa and Nairobi (www.bing.com).

The performance of KRC declined over several decades. Inadequate investment, poor management, a legal framework that limits independence, competition from other modes of transport and increasing operational costs, caused this state of affairs. As a result the Corporation relied on financial support from the Exchequer for several years. Table 1 provides data on performance for the period 2001 to 2005 to illustrate this decline. KRC's contribution to the transport sector also declined from 3.2 percent to 1.8 percent between 2001 and 2005, despite the growth of the transport sector in general (www.krc.co.ke).

Table 1.1 KRC Performance Indicators for Period 2001/02 to 2005/06

Indicators	2001/02	2002/03	2003/04	2004/05	2005/06
Tonnes (mn)	2.2	2.12	1.99	1.89	2.1
Total Revenue Ksh. (mn)	5,237	5,020	4,670	4,484	5,231
Freight Revenue Kshs. (mn)	4,506	4,058	3,737	3,640	4,361
Expenditure Kshs. (mn)	5,277	5,012	4,759	4,479	4,431
Expenditure per Tonne-Km (Ksh)	3.43	3.19	3.42	3.25	2.11

In 2006, the Rift valley Railways consortium led by South Africa companies took over the operation of the Kenya Uganda Railway network on a contract lasting 25 years, with the opportunity of renewal. Prior to concession, KRC's core function was to provide freight and passenger rail transport services. Following the concession, KRC now provides rail transport services through the concessionaire and manages its other assets for maximum returns. This means that the Corporation will not be involved in the day-to-day business of operating

trains but will take up supervisory and strategic roles in future rail transport development (www.krc.co.ke).

Kenya Railways continues to play its role as provided for in the Kenya Railways Corporation Act and the Concession Agreement. The role covers the following: Management of the Concession, non-conceded assets, promotion, facilitation and participation in national and metropolitan railway development, management of inland waterways and railway Training Institute.

Ahabwe, (2008), asserts that KRC has undergone difficult times for several decades. Revenue and profitability was on the decline due to mismanagement and inadequate investment in the track, rolling stock and locomotives. Service interruptions due to a lack of crucial supplies and low staff morale further compounded the situation. The result was poor service delivery that triggered a shift to other modes of transport by railways customers.

1.1.4. Rift Valley Railway Consortium

In order to improve the performance of the railways, the government decided to concession Kenya Railways to a private investor for a specific period of time. Under this arrangement the government will continue owning the railway infrastructure and facilities but the concessionaire will operate trains and maintain the infrastructure. The Act of parliament (CAP 397) of the laws of Kenya was amended through the Kenya Railways (Amendment) Act 2005 to make it possible for the board of directors to enter into concession agreements or other forms of management for the provision of rail transport services. Following this Amendment, KRC conceded railway operations to Rift Valley Railway Consortium from November 1, 2006 for 25 years for freight services and 5 years for passenger services (www.krc.co.ke).

According to Wuma, (2007), the Rift Valley Railways Consortium is led by South Africa Company Sheltan Trade Close (61%), whilst Comazar (10%) and CDIO Institute for Africa Development Trust (4%) both of South Africa, Kenya's Prime Fuels (15%) and Mirambo Holding of Tanzania (10%) are Minor Partners. Wuma, argues that recognizing the historical links between Kenya Railways and Uganda Railways, the mutual dependency of the railways on each other and the potential benefits to be derived by concessioning the railways jointly, in June 2003,the Governments of the two countries made a strategic decision that Kenya Railways (KR) and Uganda Railways (UR) should be concessioned jointly.

The two governments (Kenya and Uganda) agreed on Memorandum of Understanding (MOU) which defined the modalities of joint concession and affirms their commitment to the process. The objectives of the joint concession were to; improve the efficiency of the railways, standardize infrastructure maintenance and operations, increase market shares for the railways in freight traffic by providing reliable service to customers, foster regional economic integration and growth, and improve the competitiveness of the Northern Corridor and the port of Mombasa.

Joint concession enabled optimization of synergies between the two railway networks i.e. Kenya Railways and Uganda Railways, with the benefit of shifting traffic from roads to rail, thus leading to; reduction in the cost of transportation, cost effective for long distance and bulk traffic and competitive tariffs, reduced maintenance of roads hence savings to the economy estimated at US$ 10 million per year, and reduced road congestion thus promoting road safety. Core infrastructure and equipment consists of approximately 164 maintainable locomotives, 6000 maintainable freight wagons, 100 coaches, 4 wagon ferries plying Lake Victoria, workshops and other operating assets were conceded to the

concessionaire. The concession company has at least a total of 40% in both Kenyan and Uganda local shareholding (www.newvision.co.ug).

According to Wuma, 2007, the Kenya Railways was pronounced-Bankrupt in 2008 and its survival depended on cash from government and its creditors. Even after handling over its cargo and passenger services to Rift valley Railways, KRC still made a Ksh 1 billion loss the previous year. The corporation is technically insolvent and the financial statements have been prepared on a going concern basis on the assumption that the cooperation will continue to receive financial support from the government and its coordinators. However, Wuma asserts that RVR have failed to invest in the modernization of the railway services and is only trading on money generated from the assets it inherited from Kenya Railways. Retirees who are supposed to be paid from money raised from the concessionaire were yet to be paid and were languishing in poverty while others had died without receiving their pensions. RVR's performance in the areas of revenue, track maintenance and reducing train derailment has been disappointing. Worse still, the railway system under RVR is now in a worse condition. Cargo transportation, which RVR said would form the core of its operations, has been on the decline (www.krc.co.ke).

1.2. Statement of the Problem

In today's marketing environment an increasing important source of competitive advantage is the way we service customers. Kotler and Armstrong, (2001) asserts that customer satisfaction depends on products' perceived performance in delivering value relative to a buyer's expectations. Satisfied customers make repeat purchases and they tell others about their good experiences with the product or service. Smart companies aim to delight customers by promising only what they can deliver, then delivering more than they promise.

Having realized that privatization could lead to unemployment, the railway workers' union tried to resist concession and workers' strikes hit the organization hard. Subsequent workers' strikes over the recent years have hurt the business fraternity in the region leading to poor customer service. Out of 8060 railways workers, 5350 were laid off when Rift Valley Railways took over the management of the state firm. Today, the job security of the workers isn't guaranteed. The organization has continuously employed a large number of casual workers, regardless of their qualification, which is exploitative and robs the union of stable membership and this affects the performance of the workers. Management is no longer committed to achieving higher levels of customer satisfaction through better service delivery professionalism, and efficiency (www.bing.com).

Several researches have been carried out in issue of perceived quality of service in a good number of organizations. Gituanja (2006) indicated that airport service quality does not meet passengers' expectations on many of the service desciptions.

Mwaura (2002) found that Matatu operators to a large extent perceive service quality differently as compared with the conmuters. The operators usually perceive functional dimensions and availability of the service as important while the conmuters on top of availability of service also perceive the human dimensions (for example, courteous, friendly and helpful employees) as important dimensions of service quality.

This research therefore, seeks to study in detail the perceived quality of customer service provided by Rift Valley Railway Consortium.

1.3 Objectives of the study are to:

1. Identify attributes that passengers consider important in evaluation of services offered by Rift Valley Railways Consortium

2. To assess the extent to which passengers are satisfied with the quality provided by Rift Valley Railways Consortium

3. Determine how well Rift Valley Railways Consortium has performed on various attributes of service quality.

1.4. Importance of the study

The result of this study is expected to benefit the Rift Valley Railways Consortium and other interest groups associated with railway transport in the region to improve the quality of services to their customers and understand their shortcomings so that they can offer services which add value to customers, satisfy their needs, meet their expectations and have a competitive advantage over their rival.

Customers of the organization will benefit from this study in that the management will be customer need oriented in provision of service which implies more customer need satisfaction.

Policy makers stand to gain significantly from the findings of this study in that they will have at their disposal vital information on customer perception and may use it in formatting policies that relate to the railway industry in the country.

Academic researchers will also find the results useful, for the study will add to the existing body of knowledge and provide a source of reference to their studies.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Organizations have realized that although marketing activities like sales promotions, advertisements and low prices attract customers; it is how well the customers are looked after by employees that keep them. There is a need for organizations, therefore, to not only conduct external marketing but also internal marketing in the organization to motivate employees so that they can take good care of customers.

Kotler (2001) defines service as any activity or benefit that one party offer to another that is essentially intangible and does not result in the ownership of anything. Service provision is an economic activity that does not result in ownership and this is what differentiates it from providing physical goods. Provision of services is a process that creates benefits by facilitating a change in customers' physical possessions, or a change in their intangible assets Mutuku (2006).

McCarthy et.al (1990) defines service as a deed performed by one party for another. When you provide a customer with a service, the customer can't "keep" it. Rather, a service is experienced, used, or consumed. Services can't be stored or transported.

Kibera and Waruinge (1998) defines service as separately identifiable, intangible activities which provide want-satisfaction when marketed to household consumers and/or industrial users and which are not necessarily tried to the sale of a product or another service.

For the purpose of this study, the researcher will adopt the definition given by Kotler (2001). This definition has the following implications; there is no transfer

of title as there is no physical good; the entity that is under consideration must be intangible although perceived.

2.2. Characteristics of a Service

A company must consider four special service characteristics when designing marketing programs (Kotler, 2001). These are: intangibility, inseparability, variability and perishability. Intangibility means that service cannot be seen, tested, felt, heard, or smelled before they are bought. Inseparability means services cannot be separated from their providers. If an employee provides the service, then the employee is part of service, because the customer is also present as the service is produced. Variability of a service arises because of the high dependence of service quality on personal interactions. Kotler (2001) contends that quality of services depends on who provides them as well as when, where, and how they are provided. Perishability means services cannot be stored for later sale or use. Perishability of services puts pressure on service marketers to match services capability to demand patterns (Ennew, 1990)

Each of these characteristics has varying degrees of effect on various services, including Railway transport industry and the marketers of Railway services needs to tackle the unique situations that arise in order to enhance the perceived quality of their services.

2.3 Service Quality

Marketers of service experience difficulties in understanding and controlling quality (Zeithaml et.al; 1986). This is because services are performances rather than objects and therefore precise manufacturing specifications for uniform quality rarely can be established and enforced by the firm (Zeithaml et.al; 1988). Quality is a process of delivering to satisfy the customer and it is about how consistently a product or service delivered meets or exceeds the external and

internal customers' expectations and needs. The process of defining quality is abstract because how one defines it is subjective. This is because quality depends on one's perception.

Crosby (1979) defines quality as conformance to requirements. Some argue that, while service quality is an overall attitude towards a service firm, customer satisfaction is specific to an individual service encounter (Bolton and Drew, 1991) For instance a customer may be very satisfied with an individual service encounter in a bank, but his/her overall attitude, towards that bank might be one of offering poor service.

Mutuku (2006) argues that organization should concentrate on improved service quality based around customers' requirements and include quality concepts at every stage in the planning and delivery of a product or service. This should become a continuous process since the customer perceptions of quality are constantly changing and are also determined by the competition. Thus quality is a concept defined by specific attributes and performance standards relative to competitors.

Christopher et.al, (1997) note that service quality is the ability of the organization to meet or exceed customer expectations. In this context, customers' expectations may be defined as the desires or wants of customers, that is, what they feel a service provider should offer rather than would offer. Successful service quality strategies are generally characterized by customer segmentation, customized service, guarantees, continuous customer feedback, and comprehensive measurement of company performance. The experience in many companies demonstrates that this process although generally acknowledged, is not universally implemented. Market's segmentation by customer expectations, to create a separate level of service that exceed those levels of expectations, has also

been found essential to attract customers and create customer loyalty (Porter, 1980).

2.3.1. Service Quality Determinants

The most widely reported set of service quality determinants is that proposed by Parasuraman et al. (1985, 1988). The criteria used by consumers that are important in moulding their expectations and perceptions of service fit 10 dimensions. These include tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding, and access.

Tangibles include physical evidence of the service: physical facilities, appearance of personnel, tools or equipments used to provide the service, other customer in the service facility. Mwaura (2002) found that commuters rated groomed and well kempt Matatu operators as very important.

Reliability involves consistency of performance and dependability. It means that the firm performs the service right the first time and honors its promises correctly; performing the service at the designated time.

Responsiveness concerns the willingness or readiness of employees to provide services. It involves the timeless of service; giving prompt service i.e. setting up appointment quickly, or even making a transaction slip immediately. Gituanja (2006) found out that when asked to rate the importance of waiting time to receive service 3.3% of the customers rated as not important, 20% as important and 76.7% as very important.

Communication involves keeping customers informed in a language they can understand and listening to them. It involves explaining the service itself, how much the service will cost, and assuring the consumer that a problem will be

handled. Credibility involves trustworthiness, believability, and honest. It also involves having the customers' best interest at heart.

Security is the freedom from danger, risk, or doubt. It involves physical safety and financial security and confidentiality. Mwaura (2002) contends that commuters perceive safety of ride as the most important dimension of service quality followed by stability of service prices.

Competence means possession of required skills and knowledge to perform the service. It involves knowledge and skill of the contact personal; knowledge and skill of operational support personnel, and research capability of the organization. Mwaura (2002) found that operators perceived good/expertise driving as fairly important.

Courtesy involves politeness, respect, consideration, and friendliness of contact personnel. It includes; considerations for the consumer's property, clean and neat appearance of public contact personnel. In determining the customer's perception of service quality dimensions along the airport service centre, Gituanja (2006) found out that airport cleanliness was rated by 66.6% of the customers as meeting or exceeding expectations.

Understanding involves knowing the customers, his needs and requirements. It involves learning the customers' specific requirements; providing individualized attention and even recognizing the regular customers.

Access involves approachability and ease of contact. It means; the service is easily accessible by telephone, convenient hours of operation, and convenient location of service facility. According to Mutuku(2006) customers considers convenience of location as the strongest point for ministry of finance, with a rating of 64.3%.

These 10 dimensions interact in the minds of customers with other factors like, past experience, word-of-mouth and external communications to create a view of what service is expected. Reliability has been ranked as the most important contributor to service quality and tangibility is the least important (Zeithaml et al, 1998).

2.3.2 Customer Perception of Quality

Customer perceptions and expectations of service quality are increasingly used to forecast company profitability and prospects for improved market share. Although many other quality-focused initiatives have often failed to enhance company performance, customer-perceived service improvements have been shown empirically to improve profitability (Buzzel and Gale, 1987). The shift from an industrial to a customer-value paradigm places service at the center of efforts to improve profitability (Albrecht, 1992). Service-based companies are compelled by their nature to provide excellent service in order to prosper in increasingly competitive domestic and global marketplaces, i.e. there is no "tangible" product to equate otherwise to quality.

Zeithaml, et.al. (1990) studied whether customers' perceptions of quality were influenced by whether or not they had experienced a recent service problem. They examined customers who had experienced recent service problems and those who had not. They found that service problems adversely affect customers' perception of service quality, and that customers who were dissatisfied with the resolution of their problems were twice as dissatisfied as those whose problems were resolved to their satisfaction.

Zeithaml, et.al; (1990) concluded that: "The most important thing a service company can do is be reliable that is, perform the service dependably and

accurately, do it right the first time. When a service problem does crop up, however, all is not lost unless the company ignores it. In other words, by resolving the problem to the customer's satisfaction, by performing the service very right the second time-the company can significantly improve customer retention rates."

Bowen and Lawler (1990) also recommended that service workers be empowered to solve problems creatively and effectively. Like Zeithaml, et.al; (1990), they emphasized the importance of keeping frontline personnel informed about organizational performance; providing problem solving skills and other knowledge that helped employees contribute to organizational performance; and basing rewards on performance. They found that empowering employees to provide a quick response to customer frustrations "can turn a potentially frustrated or angry customer into a satisfied one".

2.4 Perceived Service Quality Models
More recent models advocate that consumers' expectations continuously change during a service encounter (Schoell et.al, 1997). Given the financial and resource constraints under which service organizations operate it is essential that managers understand customer expectations and identify any gaps in service quality from the customer's perspective.

2.4.1 The Gap Model
The "Gap Model" advocated by Parasuraman and Zeithaml attempts to understand how the quality of a given service is perceived by customers. The Gap model is said to be an effective approach in analyzing the difference between customer expectations and their perceptions on the one hand and the organization's perception of service quality on the other, in attempts to highlight the key discrepancies or gaps that exist between the customers and the

organization's perception on service quality. The concept of service quality was developed from the extensive research of Berry and his Colleagues (Parasuraman et.al. 1985; Zeithaml et.al. 1988). They defined service to be a function of the gap between consumers' expectations of a service and their perception of actual service delivery by an organization, and suggested that this gap is influenced by several other gaps, which may occur in an organization. These gaps are depicted in figure 1 with dotted lines.

Figure 1: The Gap Model
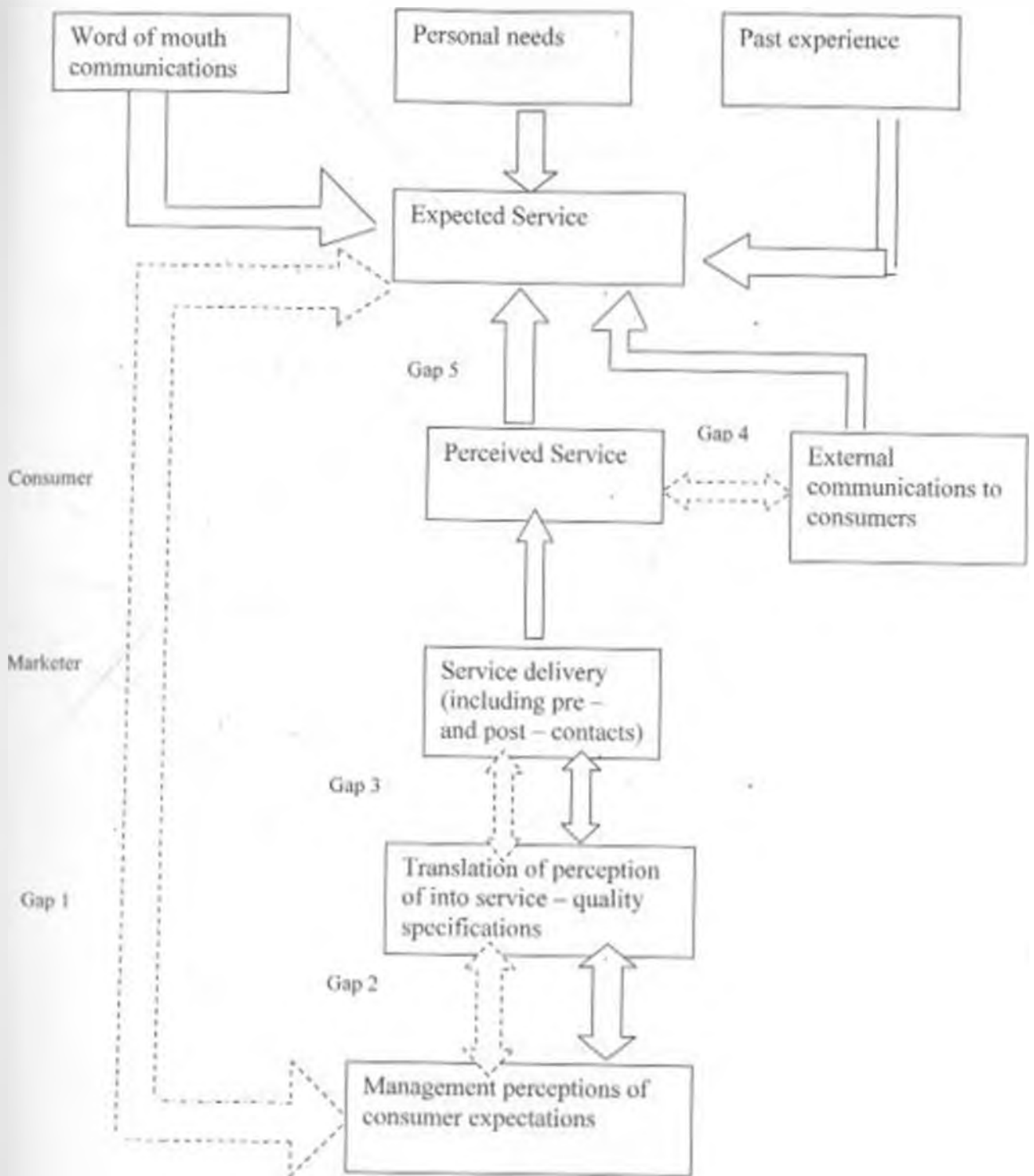
Adopted from A. Parasuraman et.al; "A Conceptual Model of Service Quality and Its Implications for Future research" Journal of Marketing, vol. 49, Autumn 1985 p.48

Gap1: Consumer expectations – Management perceptions of consumers.

Manager's perception of customer's expectation may be different from actual customer needs and desires. I.e. Managers do not necessarily know what customers want and expect from a company. This may be remedied by market research and activities complaint and better communication between management and personnel throughout organization.

Gap2: Management perceptions of consumers' expectations – service quality specification actually set.

Even if customers' needs are known, they may not be translated into appropriate service specifications, due to lack of resources, organizational constraints or absence of management commitment to a service culture and service quality. The need for management commitment and resources for service quality cannot be overstated.

Gap 3: Service quality specifications – actual service delivery

The difference between service quality specification and service delivery arises from role ambiguity that causes conflict in an organization, due to variations in the performance of personnel employees not being able or willing to perform at a desired level.

To bridge this performance gap, the management should strike to empower and motivate employees who will in turn strike to satisfy customers

Gap 4: Actual service delivery – external communications about service

What is said about the service in external communications is different from the service that is delivered, i.e. advertising and promotion can influence consumers' expectations and perceptions of service.

Success in this (Communication) area requires appropriate and timely informational communication both internally and external customers. To

establish more realistic expectations to customers' communication channels should be set up to increase customers' satisfaction by setting the right customers perception to the service quality at hand. Sokoni, (1996) noted that the objective of management in organization that wish to maintain a competitive edge in quality service delivery is to close the gaps in all the four cases above.

Gap 5: Customers Expectations and Perceived Service

The discrepancy between customer expectations and their perceptions of service delivered is as result of the influence exerted from customers side and the shortfalls or the part of the service provider.

Gap 1 to 4 together contributes to consumers' expectations and perceptions of actual service (Gaps). Organizations need to identify the gaps prevalent in their organization, determine the factors responsible for them, and develop appropriate measures.

2.4.2. The SERVQUAL Model

Consumers seem to set a minimum standard of quality that a product must meet to be acceptable. But consumers frequently do not purchase the alternative that they perceive as having the highest quality service since the buying process is influenced by other factors like price and value. In value judgments, consumers may depend on cues to form impressions value since value perceptions appear to be situational and depend on the frame of reference in which the consumer is making an evaluation.

The model is an effective approach that service providers may use to understand customer expectations and perceptions of specific services, as well as quality improvements overtime. It can also be used to generate measures for specific service quality performance as well as assessing consumer expectations and consumer feelings.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Research design

The researcher used a descriptive /survey research design to obtain data for this study. The descriptive design attempts to describe possible behavior, attributes, values and characteristics (Mugenda, 2003). A descriptive research as the name implies, aims at describing the characteristics of the population under study (Quee1999). The study was set out to describe the perceived quality of customer service provided by Railway Transport in Kenya: The case of Rift Valley Railway Consortium.

3.2. The population of the study

The researcher focused on all individual customers traveling in Nairobi-Mombasa railway line.

3.3. Sample

The sample was chosen through convenient sampling technique. Mugenda, (2003) noted that convenient sampling involves selecting cases or units of observation as they become available to the researcher. According to Maholtra (1996) sample size is the number of units to be included in a study. The sample size of the study will be 40 railway passengers. The 40 passengers were selected in a period of eight days; in each day 5 passengers were interviewed. The basic idea about sampling is that by selecting some of the elements in a population, we draw conclusion about the entire population (Cooper et al, 2003). The researcher focused on customers traveling long-distances.

3.4. Data collection

The researcher used a questionnaire containing both open ended and close-ended questions to collect primary data. The questionnaire was divided into sections; A, B and C. Section A contained general information of the respondent,

section B, enquired on the respondent's customer service attributes he/she considers important, the extent to which the customers are satisfied or dissatisfied with the overall customer service, and how important was customer service to the respondent, and section C enquired potential improvements on quality of customer service provided by Rift Valley Railway Consortium. The data was collected through interview where the researcher interviewed passengers using the questionnaire as a guide. The questionnaire was administered to passengers who were waiting to travel (departures) and only those who had traveled more than once. The preferred days of administering the questionnaire were every Monday, Wednesday and Friday since they were the days when the train departs from Nairobi to Mombasa. The recommended time of collecting data was in the evening at 6.00pm (the train check in time) since most passengers travel at night (www.eastafricashuttles.com). The interview was chosen as the technique of collecting data because the respondents may not have had the ability to easily interpret the questions probably because of their low educational level.

Figure 2 below indicates traveling schedule in Nairobi Kenya railways train services.

Traveling schedule

Departure Time	Arrival Time	Days
Nairobi 19.00Hrs	Mombasa 08.30Hrs following day	Every Monday, Wednesday and Friday
Mombasa 19.00Hrs	Nairobi 09.00Hrs following day	Every Tuesday, Thursday and Sunday

3.5 Data analysis method

The data obtained from the questionnaire was analyzed using descriptive statistics that involve mean, standard deviation, frequencies and percentages. The mean is only measure which takes into account each score in the distribution, standard deviation is sensitive to extreme scores, while frequencies gives a record of the number of times a score or a response occurs, and percentages are important in comparing groups that differ in size (Mugenda, 2003). Data was presented using tables, and graph.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

This chapter sets to present in summary and statistically analyze the data that was collected from the study. A total of 40 questionnaires were completed. This marked a 100% response rate. Summaries are presented in form of frequencies, mean, standard deviation and percentages.

4.1: Summary of General Information

The study sought to find out the gender, status and age of respondents as presented in Tables 4.1.1-3

Table 4.1.1: Distribution of Respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	24	60.0	60.0	60.0
	Female	16	40.0	40.0	100.0
	Total	40	100.0	100.0	

60% of the respondents were males while 40% were females. Of the 40 respondents, males had the highest number of response (24) indicating that they frequently travel by train more than females who had a frequency of 16.

Table 4.1.2: Respondents by Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	22	55.0	55.0	55.0
	Married	18	45.0	45.0	100.0
	Total	40	100.0	100.0	

55% of the respondents were single and 45% were married. Passengers who travel frequently by train are single with a frequency of 22 while married passengers had a frequency of 18 only.

Table 4.1.3: Respondents by Age Bracket

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-	20	50.0	50.0	50.0
	31-40	10	25.0	25.0	75.0
	41-50	6	15.0	15.0	90.0
	51+	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

50% of the respondents were under the age 30 years and below, 25% between 31-40 years, 15% between the ages of 41-50 years and 10% registered above 51 years. Passengers with the highest frequency were of age 30 years and below indicating that they travel more frequently than any other age racket while those with 50 years and above had the least frequency.

Table 4.1.4: Respondents by level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	2	5.0	5.0	·5.0
	Secondary	17	42.5	42.5	47.5
	College	14	35.0	35.0	82.5
	University	7	17.5	17.5	100.0
	Total	40	100.0	100.0	

5% of the respondents were of primary school level of education, 42.5% of secondary, 35% of college level of education and 17.5% university level. Passengers with secondary school level of education travel many times with the highest frequency of 17 while those with primary school level of education had the least frequency of 2.

Table 4.1.5: Respondents by Profession

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unemployed	15	37.5	37.5	37.5
	Self-employed	13	32.5	32.5	70.0
	Employed	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

Of the respondents who were interviewed 37.5% of the respondents were unemployed, 32.5% self-employed, 30% were employed. Unemployed passengers had the highest frequency of 15 while those employed had the least frequency of 12.

Table 4.2.0: Respondents by Frequency of Travel in Any Given Year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once	14	35.0	35.0	35.0
	Twice	9	22.5	22.5	57.5
	Thrice	5	12.5	12.5	70.0
	More than thrice	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

35% of the respondents indicated that they travel once per year, 22.5% twice, 12.5% thrice, 30% of the passengers indicated that they travel more than thrice per year.

Table 4.2.1: Respondents level of Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	8	20.0	20.0	20.0
	Neutral	13	32.5	32.5	52.5
	Dissatisfied	15	37.5	37.5	90.0
	Very dissatisfied	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

When asked how satisfied they are, 37.5% of the passengers indicated that they were dissatisfied with the overall customer service provided by rift valley

railways consortium, 32% were neutral, 20% satisfied and 10% of the respondents were very dissatisfied.

Figure 3. The level of satisfaction of passengers in Rift Valley Railways Consortium
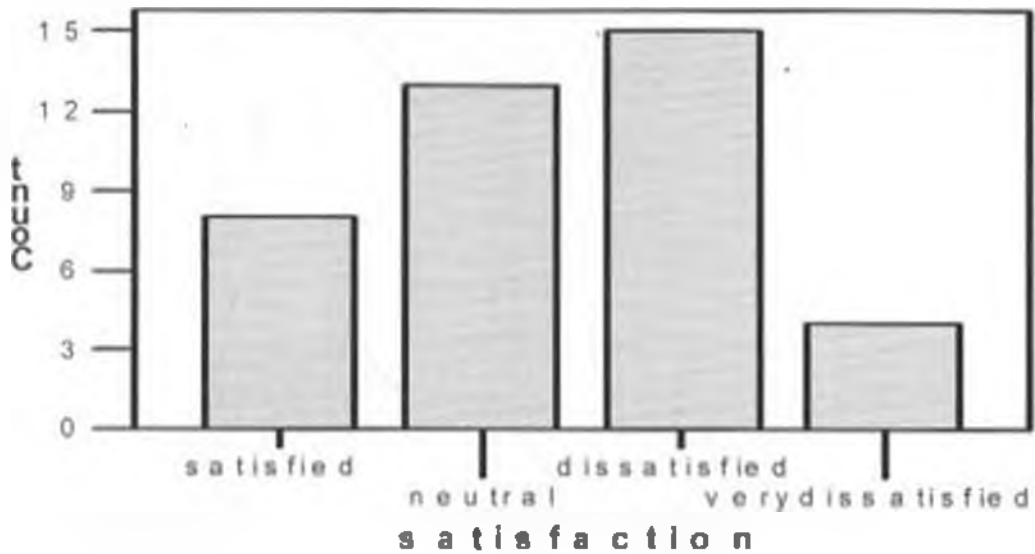
From the figure above respondents with highest counts were dissatisfied followed by those who were neutral then satisfied and finally respondents who were very dissatisfied with services provided by the organization.

Table 4.3: passengers' expectations regarding each of the service quality attributes.

Descriptive Statistics

Attributes	N	Minimum	Maximum	Mean	Std. Deviation
Courteous and friendliness of the staff in serving customers	40	3	5	4.58	.675
Trustworthy and honest of employees	40	1	5	4.30	.966
Cleanness of the premises	40	1	5	4.40	.928
Convenience hours of operation	40	2	5	4.27	.933
Security in the premises	40	1	5	4.53	.905
Staff politeness and respect to customers	40	1	5	4.13	.966
Possession of required knowledge and skills by staff	40	1	5	3.77	1.271
Provision of individualized attention to customers	40	2	5	3.95	.959
Provision of prompt services	40	2	5	4.08	1.071
Staff ability to solve problems at the designated time	40	1	5	3.98	1.050
Clean and neat appearance of the staff	40	1	5	3.85	1.145
Comfortable ride	40	1	5	4.30	1.018
Availability of services	40	1	5	4.20	.966
Safety of traveling	40	2	5	4.43	.931
Approachability of top manager for queries	40	1	5	3.90	1.215
Willingness of staff to help customers	40	1	5	4.00	1.177
Well Aerated train	40	2	5	4.35	.861
Credibility of the service providers	40	2	5	4.07	1.023
Good driver expertise	40	1	5	4.33	1.095
Efficiency of the services offered	40	3	5	4.10	.772
Accessibility of the staff	40	1	5	3.77	1.230
Well lit train at night	40	1	5	3.83	1.107
Adequacy of information in the internet	40	1	5	3.65	1.090
Clean and smoking-free environment	40	1	5	4.03	1.143
Well maintained train terminus	40	2	5	3.98	.947
Train derailment prevention measures	40	2	5	4.07	.997
Speed control measures	40	2	5	4.07	1.021
Frequent Maintenance of train	40	1	5	4.20	1.018
Maintenance and improvement of railway lines	40	1	5	4.13	1.067
Provision of food stalls at night ride	40	1	5	4.00	1.177
Strict adherence of train departure and arrival times	40	2	5	4.27	.905
Valid N (list wise)	40				

5.Very important 4. Important 3. Somewhat important 2. Not important 1. Not important at all.

From Table 4.3 the means range from 3.65 to 4.58, this indicates that all attributes are generally considered important. Courteous and friendliness of the staff in servicing customers had the highest mean of 4.58 and a standard deviation of 0.675 while security in the premises had a mean of 4.53 and a standard deviation of 0.928, these attributes were categorized as very important by the passengers. On the other hand adequacy of information recorded the lowest mean of 3.65 and a standard deviation of 1.099 while accessibility of staff had a mean of 3.77 and standard deviation of 1.230, the passengers categorized these attributes as important. Generally all the attributes are important to the company.

4.2. Perceived level of service quality offered in Rift Valley Railways Consortium.

Passengers were given a chance to evaluate the quality of service offered by Rift Valley Railways Company. This was rated as 5.Excellent, 4.Very good, 3.Good, and 2. Poor, 1. Very poor. The table below indicates the means and standard deviations of the response.

Table 4.4: perceived level of service quality offered in Rift valley railways consortium.

Descriptive Statistics

Attributes	N	Minimum	Maximum	Mean	Std. Deviation
Courteous and friendliness of the staff in serving customers	40	1	5	2.77	1.121
Trustworthiness and honest of employees	40	1	5	2.70	1.043
Cleanliness of the premises	40	1	5	2.25	1.127
Convenience hours of operation	40	1	5	2.80	1.224
Security in the premises	40	1	5	2.53	1.414
Staff politeness and respect to customers	40	1	5	2.40	1.128
Possession of knowledge and skills by staff	40	1	5	2.47	1.062
Provision of individualized attention to customers	40	1	5	2.15	1.145
Provision of prompt services	40	1	5	2.38	1.079
Staff ability to solve problems at designated time	40	1	5	2.62	1.079
Clean and neat appearance of the staff	40	1	5	2.52	1.132
Comfortable ride	40	1	5	2.38	1.030
Availability of services	40	1	5	2.38	1.125
Safety of traveling	40	1	5	2.80	1.114
Approachability of top managers for queries	40	1	5	2.40	1.236
Willingness of staff to help customers	40	1	5	2.53	1.176
Well aerated train	40	1	5	2.60	1.033
Credibility of the service providers	40	1	5	2.38	1.030
Good driving expertise	40	1	5	2.90	1.128
Efficiency of the services offered	40	1	5	2.60	1.105
Accessibility of staff	40	1	5	2.47	1.176
Well lit train at night	40	1	5	2.23	1.097
Adequacy of information in the internet	40	1	5	2.33	1.185
Clean and smoking free environment	40	1	5	2.30	.992
Well maintained train terminus	40	1	5	2.45	1.218
Train derailment measures	40	1	5	2.47	1.109
Speed control measures	40	1	5	2.83	1.035
Frequent maintenance of trains	40	1	5	2.32	1.047
Maintenance and improvement of railway lines	40	1	5	2.45	1.108
Provision of foodstuffs at night ride	40	1	5	2.25	1.104
Strict adherence of train departure and arrival times	40	1	5	2.78	1.121
Valid N (list wise)	40				

From Table 4.4, it is clearly indicated that the means range from 2.15 to 2.90. Good driving expertise was highly ranked with a mean of 2.90 and a standard deviation of 1.128 followed by speed control measures with a mean of 2.83 and a standard deviation of 1.035 while provision of individualized attention to customers was ranked the lowest with a mean of 2.15 and a standard deviation of 1.145, second to last in terms of performance was convenience hours of operation with a mean of 2.25. Generally the passengers rated the performance as poor.

Table 4.5: Respondents were asked to indicate whether there was any service to be improved on

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	77.5	77.5	77.5
	No	9	22.5	22.5	100.0
	Total	40	100.0	100.0	

When asked to indicate whether there were services to improve on 77.5% of the passengers indicated Yes and 22.5% indicated No. This is a clear indication that the company should improve on most of its services offered to its clients.

Table 4.6: Respondents' suggestions on what to improve on

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maintenance of trains and railway lines	10	25.0	31.3	31.3
	Provision of comfortable seats	5	12.5	15.6	46.9
	Upgrade terminus	4	10.0	12.5	59.4
	Provision of security	1	2.5	3.1	62.5
	Lights installation	1	2.5	3.1	65.6
	Provision of modern coaches	4	10.0	12.5	78.1
	Adherence of arrival departure times	2	5.0	6.3	84.4
	Courtesy and friendliness of the staff	2	5.0	.6.3	90.6
	Approachability of top managers	1	2.5	3.1	93.8
	Stop overloading the trains	2	5.0	6.3	100.0
	Total	32	80.0	100.0	
Missing	System	8	20.0		
Total		40	100.0		

25% of the passengers suggested that maintenance of trains and railway lines should be improved. 12.5% suggested that provision of comfortable seats should be improved. 10% of the passengers each indicated the need of having modern coaches and upgrading of terminus, three attributes had recorded 5% i.e the trains should not be overloaded and the staff should be courteous and friendly to the passengers when offering services and there should be strict adherence of arrival and departure time. Missing in the system are, respondents who did not suggest anything for improvement, they constituted 20%.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The main objectives were to identify attributes that passengers consider important in evaluation of services offered by Rift Valley Railways Consortium; to assess the extent to which passengers are satisfied with the quality provided by Rift Valley Railways Consortium, and to determine how well Rift Valley Railways Consortium has performed on various attributes of service quality.

The respondents were interviewed using a questionnaire as guide. The questionnaire had both closed and open-ended questions. The data was analyzed by use of descriptive statistics. The findings were based on research findings and their implications are discussed next.

5.2 Conclusions

The overall perception of the services offered by rift valley railways consortium was rated as poor with means ranked as low as between 2.15 to 2.90 and 37.5% of the respondents indicated that they were dissatisfied by the services offered and 10% indicated they were very dissatisfied. However the respondents indicated that the staff courteous and friendliness was very important to them. Again also provision of security in the premises, cleanliness of the premises and provision of comfortable ride were also rated as important by the passengers. The passengers suggested that the services of rift valley railways consortium should be enhanced by proper maintenance of the trains and railway lines, upgrading of the train terminus, provision of efficient modern coaches with comfortable seats, and the staff should be courteous and friendly when offering services to their clients. Better services could be achieved through strict adherence to arrival and

departure times and also avoiding overloading the trains to reduce accidents and discomfort.

5.3: Recommendations

The company should thus find ways to bridge the gap between the passengers' expectations and their perceptions through offering better services to the clients. By offering better services the railway industry will have a competitive advantage over modern coaches of buses, since railway transport is safe, no congestion and cost effective in that trains can carry quite a good number of passengers at ago. The railway industry should sensitize passengers the need of traveling using their coaches. Thus appropriate marketing strategies should be used to attract clients to the railway sector; this can be successfully achieved through introducing programmes that suits the needs of the existing and potential passengers.

5.4. Limitation of study

The study was limited to train passengers at Nairobi railways station and targeted only those passengers who were traveling long distances i.e from Nairobi to Mombasa only. The researcher had difficulties in collecting data from the respondents who were uncooperative while interviewing them. There were also shortages of resources for instance time and money posing a great challenge to the researcher.

5.5. Suggestions for further research

Future research can be done to other stations apart from Nairobi railways stations to determine the perception of quality of services offered by rift valley

railways consortium. Research can also be carried out to determine the perception of the staff on quality of services offered in the same company.

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APPENDIX 1: LETTER OF INTRODUCTION

KING'OLA AMOS MUSILI
C/O MBA OFFICE
SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI.
P.O. BOX 30197
NAIROBI.
17TH JULY 2009.

Dear Respondent,

RE COLLECTION OF RESEARCH DATA:

I am a postgraduate student at school of business, university of Nairobi. In order to fulfill the requirements of attaining Master of Business Administration Degree, I am undertaking a management research project on "Perceived Quality of passenger Service Provided by Rift Valley Railways Consortium".

I kindly request you to participate as one of the respondents for an interview to assist me in data collection. The information is for academic purpose only and will be treated with strict confidentiality. Upon request, a copy of the final report will be made available to you.

Thank you for your cooperation   DR. R. Musvoka,

Yours Faithfully,   Supervisor, University,

----------------------   of Nairobi.

Amos M. King'ola

Student, MBA   -----------------

APPENDIX 2: QUESTIONNAIRE:

SECTION A

Respondent's name_____ (optional)

Telephone number_____ (optional)

E-mail_____ (optional)

This information in the questionnaire will be treated confidentially and will not be used for any purpose other than academic. The questions have been set in relation to the study.

Please answer the following questions (tick appropriately)

1. Gender: Male [ ]   Female [ ]

2. Please indicate your age bracket

30 or below [ ]   31 -40 [ ]   41-50 [ ]   above 51 years [ ]

3. Indicate your level of education

Primary   [ ]   Secondary [ ]   College   [ ]   University [ ]

4. Marital status

          Single [ ]   Married [ ]

5. Profession

     Unemployed [ ]   Self employed [ ]   Employed [ ]

SECTION B

6. How often on average, do you travel by train in any given year?

Once [ ]   twice [ ]   thrice [ ]   more than thrice [ ]

7. How satisfied or dissatisfied are you with the overall passenger service provided Rift Valley Railway Consortium. Would you say that you are?

Very satisfied [ ] Satisfied [ ] Neutral [ ] Dissatisfied [ ] Very dissatisfied [ ]

8. Please indicate the extent to which each of the following attributes is important to you in evaluation of services offered by Rift Valley Railways consortium

5 Very Important 4 Important 3 Somewhat Important 2 Not Important 1 Not important at all

Attributes	5	4	3	2	1
Courteous and friendliness of the staff in Serving customers					
Trustworthiness and honesty of employees					
Cleanness of the premises					
Convenience hours of operation					
Security in premises					
Staff politeness and respect to customers					
Possession of required knowledge and Skills by staff					
Provision of individualized attention to Customers					
Provision of prompt services					
Staff ability to solve problems at the Designated time					
Clean and neat appearance of the staff					
Comfortable ride					
Availability of services					
Safety of traveling					
Convenient hours of operation					
Approachability of top managers for Quarries					
Willingness of staff to help customers					
Well aerated train					
Credibility of the service providers					
Good driving expertise					
Efficiency of the services offered					
Accessibility of staff i.e. in offices, Telephone					
Well lit train at night time					
Adequacy of information in the Internet					
Clean and smoking-free environment					
Well maintained train terminus					
Train derailment prevention measures					
Speed control measures					
Frequent maintenance of trains					
Maintenance and improvement Of railway lines					
Provision of food stuffs at night ride					
Strict adherence of train departure And arrival times					
Others, please specify					

9. Indicate how well the Rift Valley Railways Consortium has performed on the listed attributes
5. Excellent 4. Very good 3 good 2 poor and 1 very poor

Attributes	5	4	3	2	1
Courteous and friendliness of the staff in Serving customers					
Trustworthiness and honesty of employees					
Cleanness of the premises					
Convenience hours of operation					
Security in premises					
Staff politeness and respect to customers					
Possession of required knowledge and Skills by staff					
Provision of individualized attention to Customers					
Provision of prompt services					
Staff ability to solve problems at the Designated time					
Clean and neat appearance of the staff					
Comfortable ride					
Availability of services					
Safety of traveling					
Convenient hours of operation					
Approachability of top managers for Quarries					
Willingness of staff to help customers					
Well aerated train					
Credibility of the service providers					
Good driving expertise					
Efficiency of the services offered					
Accessibility of staff i.e. in offices, Telephone					
Well lit train at night time					
Adequacy of information in the Internet					
Clean and smoking-free environment					
Well maintained train terminus					
Train derailment prevention measures					
Speed control measures					
Frequent maintenance of trains					
Maintenance and improvement Of railway lines					
Provision of food stuffs at night ride					
Strict adherence of train departure And arrival times					
Others, please specify					

SECTION C

10. Do you think there is any service that the RVRC should improve on?

Yes ( )   No ( )

11. If the answer in question (10) is yes, indicate what you would like to be improved on

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Thank you for your cooperation