

UNIVERSITY OF EDUCATION, WINNEBA

ASSESSING CUSTOMER SATISFACTION IN AUTOMOBILE COMPANIES.

(A CASE STUDY OF TOYOTA GHANA LTD)

ALEX AAKUREKU BAARIMEH



AUGUST, 2017

**UNIVERSITY OF EDUCATION, WINNEBA
DEPARTMENT OF MANAGEMENT STUDIES**

MBA (MARKETING)

ASSESSING CUSTOMER SATISFACTION IN AUTOMOBILE COMPANIES.

(A CASE STUDY OF TOYOTA GHANA LIMITED, KUMASI)

ALEX AAKUREKUU BAARIMEH



**A DISSERTATION IN THE DEPARTMENT OF MANAGEMENT STUDIES, FACULTY
OF BUSINESS EDUCATION, SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES,
UNIVERSITY OF EDUCATION, WINNEBA IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE MASTER OF BUSINESS
ADMINISTRATION (MARKETING) DEGREE**

AUGUST, 2017

DECLARATION

STUDENT'S DECLARATION

I, ALEX AAKUREKUU BAARIMEH, declare that this project report, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE.....

DATE.....

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work were supervised by me in accordance with the guidelines for supervision of Project report as laid down by the University of Education, Winneba.

Signature:.....

Date:.....

DR. BENJAMIN TAWIAH ANSU

DEDICATION

This thesis is greatly dedicated to the Almighty God and my dear father and mother, Naangmenku Baarimeh and Naangmenku Tenuu, my most dear wife, Mrs. Ernestina Anastasia Baarimeh and siblings, not forgetting my brothers and sisters.



ACKNOWLEDGEMENT

I wish to warmly express my sincerest gratitude to the following, who in diverse ways contributed significantly to the very success of this Thesis.

In the first place, my biggest thanks goes to Dr. Benjamin Tawiah Ansu, my Thesis Supervisor whose advice, criticisms and guidance that help in shaping this thesis. To him I say Ayekoo with blessings from the Almighty.

Secondly, my warmest gratitude goes to management and staff of Public Works Department, Kumasi especially Mr. W. K. Anaglate, the Regional Engineer. I also acknowledge to the following people, Very Rev. Job Chemogo, Very Rev. Lawrence Beka, Augustine Naamwinsoa, Celestina Hanoi and Mr. Seidu Hamidu my dedicated tenant, and Mr. Anthony Freeman Mensah, Dean of the Business School, not forgetting Mr. Ahmed Musah, the head of Department and Debrah Yaw Hugh.

Finally, to my colleague students, I say cheers for the brotherliness, maturity and co-operation throughout the program of studies. I will say life continuous with brotherliness after school.

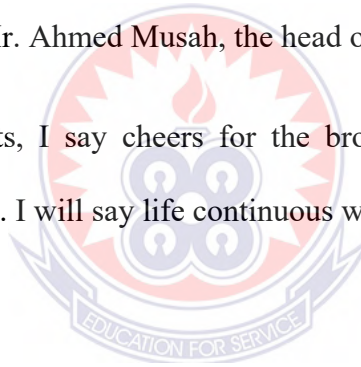
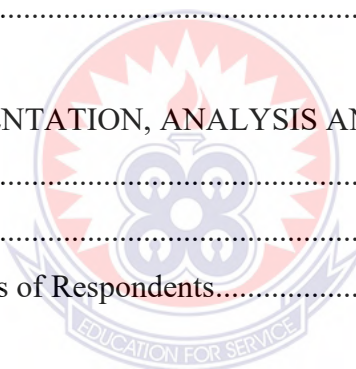


TABLE OF CONTENT

Contents	Pages
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	v
LIST OF TABLES	vii
ABSTRACT	viii
CHAPTER ONE:INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the Problem	4
1.3 Aim of the study.....	6
1.5 Research Questions	6
1.6 Significance of the Study.....	6
1.7 Scope of the study	7
1.9 Organization of the study	8
CHAPTER TWO:LITERATURE REVIEW	9
2.0. Introduction	9
2.1 Customer	9
2.2.1 Measuring Customer Satisfaction	17
2.2.2 Antecedent of Customer Satisfaction.....	18
2.2.3 Customer Satisfaction and Behaviour Intention.....	19
2.4 Determinant of Customer Satisfaction in the Automobile Industry.....	21
2.4.1 Price Fairness	22
2.4.4 Staff Customer Orientation	27
2.5.1 After Sales Service, Customer Loyalty and Satisfaction	29
2.6 Customer Loyalty	29
2.7 History of the Automobile Industry in Ghana.....	29

CHAPTER THREE	32
RESEARCH METHODOLOGY	32
3.1 Introduction	32
3.2 Research Design	32
3.3 Sources of Data	34
3.4 Target Population	34
3.5 Sample and Sampling Technique of the Study	35
3.5.1 Determination of Sample Size.....	35
3.6 Data Collection Instrument, Procedure and Administration	36
3.7 Validity and Reliability of Questionnaire	37
3.8 Data Analysis	38
3.9 Company Profile	39
3.9.1 Vision Statement	39
3.9.2 Mission Statement.....	39
CHAPTER FOUR:DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS..	41
4.1 Introduction	41
4.2 Response Rate	41
4.3 Demographic Characteristics of Respondents.....	42
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	67
5.1 Introduction.....	67
5.2 Summary of Findings for the Study	67
5.3 Conclusions	70
5.4 Recommendation.....	70



LIST OF TABLES

Table 4.1: Gender of Respondents.....	43
Table 4.2 Educational Level of Respondents.....	44
Table 4.3: Working Experience of Staff of Toyota Ghana Ltd.....	45
Table 4.4 Use of staffs’ initiatives to Render Services to Customers.....	46
Table 4.6: Staff Resolving Customers Complaints.....	47
Table 4.7 Interaction with Customers to Find Their Needs.....	48
Table 4.9: Rating of Customer Service Turnaround Time of the Company.....	49
Table 4.10: Staffs views on the Impact of CRM Practices on Customer Satisfaction.....	50
Table 4.11 The Use of CRM to enhance Customer Relationship.....	50
Table 4.12: Staffs Interactions with Customers to know their Needs.....	51
Table 4.13 Dissemination of Information on Customers among department.....	52
Table 4.14 Category of Customer.....	53
Table 4.15 Perception of Relationship with Staff of the Company.....	54
4.16 Customers Perception about the Company’s Products and Services.....	55
4.17 Customers Expectation of Company’s Products and Services.....	55
4.18 Company’s Respond to Customers’ Needs.....	56
Table 4.19 Means of Channeling your Complaints.....	56
Table 4.20 Staff Show of Concern for Customers’ Complaints.....	57
Table 4.21: Customers’ Intention of Shifting to another Company.....	57
Table 4.22: Customers’ Recommendation of the Company to Prospective Customers.....	58
Table 4.23: Levels Of Customer Satisfaction at Toyota Ghana Ltd.....	60
Table 4.24: Customer Determinant of Customer Satisfaction.....	62
Table 4.25: Customers Perception of After Sales Services at Toyota Ghana Ltd.....	63
Table 4.27 Correlation Matrix for Determinant of Satisfaction as against After Sales Services.....	64
Table 4.26 One-way Anova of customers’ satisfaction of after sales service and Years of Service Experience.....	65

ABSTRACT

Automobile companies in Ghana continue to lose customers due to various degrees in taste, preferences for technology and poor quality of service delivery. Even though, the sales and services of vehicles are on the increase and also new customers are being attracted every day, customers continue to change their interest in the purchase and services of their vehicles from one automobile company to another. This has resulted in poor customer satisfaction in the automobile industry. The practice has worsened even in times where the quality of products has improved tremendously, customers still continue to complain and still go in search of satisfaction elsewhere. Also, despite the improvement technology leading improved quality of product and service delivery, automobile companies in Ghana have not put in place effective programmes or measures to get the best out of their customers in terms of service delivery and after sales services. To this effect, the study is aimed at assessing customer satisfaction in the Ghanaian automobile industry. Descriptive survey design was deemed appropriate for the study because of the versatile and practical that identifies present conditions and points to recent needs whereas mix method research strategy was employed. Two sampling techniques were deemed appropriate in the study namely, purposive sampling technique and convenience sampling techniques. Purposive sampling technique was used for sampling out the staffs from Toyota Ghana Company Ltd, whereas convenience sampling techniques was used to sample out customers of Toyota Ghana Company Ltd for the study. The study used questionnaires as the main research instrument to gather data for the study. Judging from the finding of the study, it was established that there is a relationship between the customer's satisfaction and after sales services because as the more good services the company provide, also as the number of years of service experience increases for the customer, the more increase in satisfaction level of the customers. The study recommends that Automobile companies should solve the dissatisfaction of customers in quality, time and price by assessing customer's satisfaction frequently.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Automobile companies are specifically those companies that deal in the sales, servicing and agent of manufacturers of various brands of cars across the globe. These companies have are brands of cars that have been brought into the Ghanaian market for sale. Among these companies in Ghana include Toyota Ghana Limited, Japan Motors (Nissan) CFAO motors (Mitsubishi, Suzuki and Citroen), Stallion motors Ghana Ltd (Hyundai, Kia), Modern automobile (SSanyoung, Tata), Mechanical Lloyd (Ford) and Silver star auto (Mercedes Benz, Suzuki) are among the automobile industries in the Kumasi metropolis(T.G.C.L profile 2016)

As competition within the automobile industry in Ghana has grown tremendously over the years, these companies are making every possible effort to achieve high sustainable performance through various marketing strategies in order to capture the automobile market. The industry have revolutionized transportation in the 20th century and brought about change in the way people live, travel and do business. In the past a vehicle was seen as a luxury thing but changing trends in modern society has changed this perception as it is now considered a necessity. Because of that, automobile manufacturing and sales have become one of the largest activities with hundred new vehicles being built everyday in the world (Kagayema, 2006).

Due to these evolving trends, automobile sales have increased rapidly in the world thus creating competition among firms in the industry (Deghan, 2006). Simonson et al (2000) posit that for every business organization to make strides in the ever competitive business environment, its customers must be a major force to reckon with when it comes to promoting productivity of the

business organizations. Added to that, customer relationship management has become a tool for auto firms to exploit for competitive advantage. Kotler et al. (2002) emphasized that creating customer value and satisfaction is at the heart of every marketing thinking and practice. This has made the customer the most valuable asset of all these firms. (Hutt and Speh, 1998) observed that firms that have a reputation for delivering high level customer satisfaction do things differently than their competitors. In that regard, employees working in these organizations must understand the link between their job and customer satisfaction and customer satisfaction is an end activity.

In the current business world, there has been the movement toward a closer relationship between buyers-sellers and a distant away from adversary relations in order to create a more cordial relationship between them. This is due to the rising competition, the quest for improved quality, rapid changing technology and the increased adoption of a just in time operations philosophy making organizations enabling and keeping promises a crucial part of relationship marketing process, however developing marketing requires more than promises. All relationships depend on the developmental of emotional links between the parties (Boon and Kurtz, 1998). This is because it is important for organizations to know their customers expectation and how well those expectations can be met (Etzel et al, 2004).

Again, competition among auto 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 as a proliferation of various vehicle brands. Due to the varieties, market share is now thinly spread across the various distributors. It is worth noting that, Automobile companies in the country rely heavily on import of vehicles, which is peculiar to most developing countries (Gilewicz, et al, 1976). There is usually very limited control over product quality. Therefore, the focus has being shifted to the provision of quality after-sale services as one of the

main strategies to maintain competitive advantage in the Ghanaian automotive industry. There is the growing need of automobile industry to satisfy customers continuously in order to earn their loyalty. This can only be realized if the right instruments are used to measure and understand the customer's needs. An important indicator of customer relationship management is customer satisfaction. This is because customers who are not satisfied with a particular supplier services may be tempted to switch to another competing supplier in order acquire the satisfaction needed. Various researchers have emphasized the importance of customer satisfaction in the automobile industry. Customer satisfaction is the outcome of need fulfillment. According to (Yi, 1990) customer satisfaction has an encouraging effect on organizational productivity. Customer satisfaction can be observed or sense as estimation where expectations and actual experience is compared or matched to a product (Tor & Andreasson, 2001).

Customer satisfaction is an experience based appraisal made by the customer on how far away his own expectations or perception about the personality characteristics or in general functionality of the services obtained from the provider have been fulfilled'(Coulson, 2013). The benefits derived from customer satisfaction include repeat purchases, positive word-of-mouth and referrals. The end result is that stronger competitive positions of firms with satisfied customers that will results in higher market share and profit. Hence customer satisfaction is an important facet of any business relationships and a measure of success in relationship management activities.

Numerous studies have established the fact that customer satisfaction drives customer retention and loyalty (Heskett *et al.*, 1997; Reichheld and Sasser, 1990). It is believed that the average business spends six (6) times more to attract new customers than to retain old customers. Customer retention is, therefore, basically a product of customer loyalty and value which in turn is a function of the level of customer satisfaction or dissatisfaction (Reichheld, 1996). Organizations

that have long-term perspective for growth are, therefore, increasingly developing measures to ascertain customer satisfaction/dissatisfaction. While effective customer complains could be used to ascertain, it has its own shortcomings since the average business firm never hears from 96% their customers and 91% will never come and only 4% of dissatisfied customers will complain (SPSS White paper, 1996). Consequently modern business organizations are adopting rigorous qualitative and quantitative mechanisms to determine customer satisfaction for effective marketing strategy and decisions. In this regard, measuring customer satisfaction will provide feedback on how successful an organization is at providing products and/or services to the satisfaction of customers at the marketplace and market space.

Finally, customers in Ghana are well aware of the latest products and services in the automobile market in the world and so therefore expect that the same levels of service quality of products in Ghana. In the present market there has been wide range of models variants that are available with some changes and additional features of different brands with almost the same prices which has encouraged customers to switch from one brand to another (Vijaykanth, Hariroa, Kumar, 2014). In this regard providing effective after sales services for vehicles has become rampant issues in the Ghanaian automobile industry, which also may require effective measures to address the situation.

1.2 Statement of the Problem

Due to the high level of competition in the automobile industry which has arisen from the development of technology infusion in the automobile industry coupled with new dimension of after sales delivery services, most of the Auto companies continue to lose customers due to various degrees in taste, preferences and service delivery. Also, in spite the fact that the sales and services of vehicles are on the increase and new products are being built every day, it has been observed

that customers continue to change their preferences for purchasing and servicing their vehicles from different automobile companies from time to time. Customer satisfaction plays an important role for the success and continuous existence of a company. Ehinlanwo and Zairi (1996) shows that the offerings in product design, technology and price are becoming increasingly difficult to differentiate products. Foss and Stone (2001), observed that there is being increasing competition in the automotive market combined with rapid development of new customer service technologies has increased the focus on enhancing the customer relationship. As the nature of the products (vehicles) in the automotive industry is highly vulnerable to technical and mechanical problems, effective after sale service is very essential in order to attract new customers and retain existing customers. It has been observed by many researchers that after sale service is not familiar in Ghana as compared to developed countries therefore many companies that have after sale services did not conduct a research on how after sale services could have effect on customer satisfaction and re, and the implication of poor after sale services on customer satisfaction.

Smith (2007) shows customer satisfaction is critical to any product or service, because it is a strong predictor of customer retention, customer loyalty and product repurchase. On the other hand, Lin (2009), assert that only 4 percent of dissatisfied customers complain, and eventually one dissatisfied customer tells nine other people about the problem. This practice has been observed even in times where the quality of products on offer have improved tremendously, customers still continue to complain and therefore keeps on running from one automobile company to the other. This has come about as a result of the level of customer satisfaction in the automobile industry. It has also been ascertained from various sources that product quality alone does not guarantee the sustenance of customer loyalty and satisfaction in the automobile industry. In view of this, the study intends to assess customer satisfaction in the automobile industry in Ghana.

1.3 Aim of the study.

The study is aimed at assessing customer satisfaction in the Ghanaian automobile industry.

1.4 Objectives of the study

The study sought to find customer issues that impact customer satisfaction in the automobile industry. Specifically, the objectives were to examine the following;

- i. To determine the level of customer satisfaction at Toyota Ghana Company Ltd.
- ii. To assess the determinant of customers satisfaction in the automobile industry
- iii. To examine Customer's perception of after sales services rendered by Toyota Ghana.
- iv. To assess the effect of after sale services on the satisfaction of customers at Toyota Ghana Ltd.



1.5 Research Questions

1. What is the level of customer satisfaction at Toyota Ghana Ltd?
2. What are the determinants of customer satisfaction at Toyota Ghana Ltd?
3. What are customers' perceptions of after sales services rendered by the Toyota Ghana?
4. What is the effect of after sale services on the satisfaction of customers Toyota Ghana Ltd?

1.6 Significance of the Study.

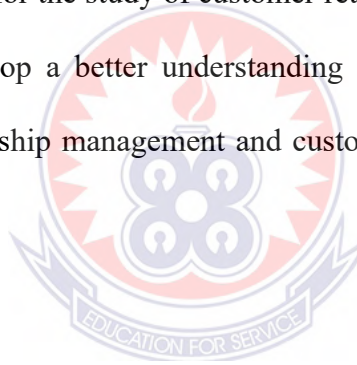
In the first place, this research work will serve as a guide and provide insight into customer relations by helping researchers in this area to use it as a reference point. In other words the outcome

of this research will serve as a reference point for scholars, students' researchers as well as organisation who might want to conduct research studies into customer relationship management.

In addition, the study will add to already existing knowledge and then serve as an input policy formulation which is meant to regulate and supervise the automobile industries.

Again, the study will help gain insight into how customer relationship management works and then help researchers to have a fair idea of how customer satisfaction can be measured in the Ghanaian context which affect productivity in the automobile industry without having to import ideas from the western world which is most of the times incompatible with the Ghanaian experience.

Lastly, this research will be vital for the study of customer retention and how customer satisfaction can be improved and also develop a better understanding of the triangle relationship between service quality, customer relationship management and customer loyalty which normally leads to competition among companies.



1.7 Scope of the study

The study is expected to cover all the managements and customers of automobile companies in Ghana. However the study is limited to customers and management and staff of Toyota Ghana Limited. The study is limited to customer satisfaction regarding the sales, maintenance, repairs and services of automobiles in Toyota Ghana Limited. Specifically, the geographical scope will be limited to only the Toyota Ghana Limited and its customers within the Kumasi metropolis. The study is limited to dimensions of service quality, customer relationship tactics and service quality measurement from the view point of customers as well as management.

1.8 Limitation of the Study

It was the intension of the researcher to travel to all the regional branches of Toyota Ghana Limited to conduct the research but due to limited resources and time constraint the research was limited to the Kumasi Branch of Toyota Ghana Limited and its customers within the region.

1.9 Organization of the study

The study is organized into five chapters. Chapter one talks about the introduction of the study which forms the basis for the entire research. It comprises of; the background of the study, problem statement, aim of the study, research objectives, research questions, significance of the study, limitation of the study and lastly organization of the study. Chapter two seek to explore the broad theoretical literature of the Automobile industry in Ghana and customer satisfaction by taking into account the customer relationship practices in the automobile companies in Ghana, the level of customers satisfaction at the automobile industry, challenges of customers satisfaction in the automobile industry and strategies and interventions that can be adopted to increase customer satisfaction in the automobile industry. The research questions formed the basis for which review was undertaken. Chapter three forms the embodiment of the study taking into account the methodology employed for the study, population, target population and sample size. Sampling technique and method of data collection were also used. Chapter four deals with the processing, analysis and presentation of data acquired from the field work. The analysis was executed with the aim of answering the research questions set for the study in chapter one and literature reviewed in chapter two. Finally, chapter five talks about the summary of finding, conclusion and relevant recommendations adopted for the study.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter or section of the study deals with review of relevant related literatures concerning the topic under study. The literature review will enable the researcher to identify similarities and differences between present and previous studies as well as the potential contribution to the study.

2.1 Customer

Customers can be explained as those who use the output or finish goods and services of work, or they are the end users of goods or services of an organization. The concept of customer has evolved over the years. Philosophies about the consumer have changed over the years through the production period to the marketing concept period (Kotler et al, 2002). However, this notion about the customer has changed, owing to understanding that customers play crucial role in the success of every organization. Before the 20th century consumers were perceived to consume whatever was produced for them therefore they were not seen as a vital element in the production strategy. As a vital factor of change that has brought about competition in organizations as a result of globalization and the liberalization of the market, the customer has become one of the most important factors in organizational marketing strategy. Besides, it has being noted by (Massari and Passiante, 2002) that is better to retain existing customers than recruiting new customers.

The importance of customers to a business organization can never be over emphasized. The customer is the business (Jobber and Lancaster, 2006). They are a source of influencing other customers. In the case of doctors, Lawyers, consultants, one satisfied customer will lead to a chain

reaction bringing in its wake a number of other customers. Thus, as a marketing organization, or department, the first task should be to ensure complete satisfaction of the existing customers. This is the surest way to retain the customers. As Drucker (1999) said, ‘the purpose of every organization should be the creation and retention of customers’. The kind of customers that is attracted exerted an important influence on prospective customers.

The prospective customers may feel attractive towards the organization because it has his/ her “type” of customers or it has the customer clientele towards which he himself is aspiring. However, the customer may turn away if he perceives the existing customer to be the kind with whom he would not like to be associated. Business has to decide about the class of customers, they would like to have and work towards providing an organization image which will fetch the future customers. The physical appearance of the organization, the looks and behaviour of service personnel, the delivery of the service have all to be tuned into a desirable composite package. Notwithstanding, customers are lifeblood of an organization be it a global corporation with thousands of employees and a multibillion turnover, or a sole trader with a handful of regular customers. Finally, customers of course, are essential for the survival of any business (Johnson et al 2010).

2.2 Concept of Customer Satisfaction

Customer satisfaction is a vague and precise concept and the actual expression of the state of satisfaction varies from one person to another and from product/ service to product / service. Satisfaction is as a judgment following a consumption experience - it is the consumer’s judgment that a product provided (or is providing) a pleasurable level of consumption-related fulfillment (Oliver 1997). According to Joby (2003), customer satisfaction is defined as " the number of

customers or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals. The status of satisfaction relies on many variables of psychological and physical aspects which correlate with satisfaction behaviour such as return and recommended rate.

From the ongoing definition, satisfaction is a purchase outcome, whereby consumers evaluate rewards and costs with anticipated consequences (Bolton & Drew.,1991) (GA& C, 1982) (LaTour & Peat, 1979). The customer's evaluation of a product or service is also explained in terms of whether the product or service has met customer's needs or expectations (Loov & Ziethmal., 2003). Customer satisfaction can also be said to be an individual's feeling of either pleasure or disappointment resulting from the assessment of services provided by an organization to an individual in relative to expectations (Leisen, 2001). The customer satisfaction is an evaluation of a products or services by customers with regards to their needs and expectations. Business scholars and practitioners perhaps see customer satisfaction as the key element of business strategy, and goal for all business activities especially in today's competitive market (Anderson, Fornell, and Lehmann, 1994; Gro'nroos, 1984; Lovelock & Wirtz, 2007).

“Satisfaction is a person's feeling of pleasure or disappointment resulting from comparing a product's performance (outcome) in relation to his or her expectation” (Kotler & Keller, 2006 p. 144). Satisfaction is a ‘psychological’ concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service” (WTO,1985). Customer satisfaction is an attitude-like judgment following a purchase act or a series of consumer product interactions” (Lovelock & Wirtz, 2007). Customer satisfaction is a

consumer's post-purchase evaluation and affective response to the overall product or service experience (Oliver, 1992).

In the words of (Besterfield, 1994); Customer satisfaction as an experience based assessment made by the customer of how far his own expectations about the individual characteristics or the overall functionality of the services obtained from the provider have been fulfilled'' (Bruhn, 2003). According to Gyasi and Azumah (2009) satisfaction is "The process of customer overall subjective evaluation of the product/service quality against his/her expectation or desires over a time period."

Admittedly, satisfaction is more complex to define to accurately fit every context and measure. In the words of Oliver (1997), "everyone knows what [satisfaction] is until asked to give a definition. Then it seems, nobody knows". From marketing perspectives, customer satisfaction has multi-dimensionality. The object of customer satisfaction may be varied and can be related to different dimensions of multiple experiences with product/service provider (Surenshchandar et al. 2002 cited in Satari, 2007). While most definitions relate customer satisfaction to quality of a product or service offering (Kotler & Keller, 2006), satisfaction can as well be related to other non-quality dimensions (Singh, 1991; Garland and Westbrook. 1989). It may be related to an on-going business relationship or with price-performance, satisfaction with the time or service delivery or the service experience, service context and satisfaction with entire reputation and outlook of an organization. Even with the product or service quality there can be several dimensions (Gro'nroos, 2001 & Edvardsson, 2005), such as *what* product offers, product or service reliability, timeliness, friendliness of the service providers, and the like. Therefore depending on the purpose one wants to achieve, one can relate satisfaction to any object of interest. In this study customer satisfaction is defined in relation to only dimensions connected to the service quality delivered by Toyota Ghana Limited.

Satisfaction can be related to attribute-specific and overall performance. It is attribute specific where it relates to a specific product or service (Cronin & Taylor, 1992). (Krishna, Gantasala & Prabhakar, 2010) stated that good customer satisfaction has an effect on the profitability of nearly every business. When customers perceive good service, each will typically tell nine to ten people. It is estimated that nearly one half of American business is built upon this informal, “word-of-mouth” communication. The cost of gaining a new customer is ten times greater than the cost of keeping a satisfied customer. In fact, if the service incident is negative, the negative effects can last years through repeated recollection and recounting of the negative experience.

Jhanshahi et al. (2011) stated that customer satisfaction has been defined in various ways, but the conceptualization that has achieved the widest acceptance is that customer satisfaction is a post choice evaluative judgment of a specific transaction. They also identified three general components of customer satisfaction: customer satisfaction is a response, the response pertains to a particular focus and the response occurs at a particular time.

Vijaykanth, Harirao & Kumar (2014) also sees customer satisfaction as an individuals’ reaction in the form of sequence of an information processing, valuation of the degree to fulfill the functions which a good service should possess. It also includes the feeling of happiness or joy of matching the expectation and having pleasure while consuming the service. On the other hand, customer satisfaction can be related to the overall performance of a product/service or the overall performance of an organization’s products/services (Cronin & Taylor, 1992). The present study relates customer satisfaction to the overall performance of services delivered by Toyota Ghana Ltd. in order to generalize the findings for managerial implications.

As to whether customer satisfaction is an outcome or a process, many early definitions conceptualized satisfaction as a process which is currently the dominant view held by most

scholars (Oliver, 1980; Parasuraman *et al.*, 1988). The process perspective presupposes that customer satisfaction is a feeling of satisfaction that results from the process of comparing perceived performance and one or more predictive standards, such as expectations or desires (Khalifa & Liu, 2002). This perspective is grounded in the expectancy disconfirmation theory proposed by Richard Oliver (Oliver, 1980). The customer is satisfied if the performance of product/service is equal to his/her expectations (positive disconfirmation) and he/she is dissatisfied if the product/service performance is perceived to be below his/her expectation (negative disconfirmation). If expectation exceeds perceived performance, the customer is highly satisfied. By taking satisfaction as a process, these definitions do not focus on satisfaction itself but things that cause satisfaction, the antecedents to satisfaction, which occur primarily during the service delivery process (Vavra, 1997). More recent studies view satisfaction as an outcome or end result during the process of the consumption of a service; it is viewed as a post-purchase experience (Vavra, 1997). This view has its roots in motivation theories that postulate that people are driven by the desire to satisfy their needs (Maslow, 1954) or that their behaviour is directed at the achievement of relevant goals (Vroom, 1964).

In this way satisfaction is perceived as a goal to be achieved and can be described as consumer fulfilment response (Rust & Oliver, 1994). In the context of Toyota Ghana Ltd, they believe that customers, through the purchase and services of the product of Toyota Ghana Ltd, have developed certain expectations and set of desired services of the organization. These are important in determining their satisfaction of the services received/given. Therefore their conceptual framework treats satisfaction as a process not just an outcome that customers strive to achieve.

Another controversial issue in customer satisfaction literature is whether satisfaction is cognitive or affective. Although most scholars, notably proponents of disconfirmation theories, view

satisfaction as a process, but the nature of satisfaction process remains unclear. While some authors maintain that satisfaction is a cognitive assessment involving a comparison of product/service offerings from a provider against expectations, other scholars opine that the feeling of satisfaction represent an emotional or affective state of mind that is formed through the process of service delivery where customers encounter service experiences that affect their emotions. More recent research has found that satisfaction is both cognitive and affective (Edvardsson *et al.*, 2005; Gro'nroos, 2001; Martin, *et al.*, 2008; Oliver, 1993; Wong, 2004). This view holds that customers do not only consume an offering for which they cognitively evaluate, but their involvement in the service production and delivery process allows them to emotionally evaluate the service quality. They argue that satisfaction is naturally tied to cognitive judgments and to affective reactions elicited in consumption (Mano & Oliver, 1993). In this study, customer satisfaction is conceptualized as cognitive and affective.

An equally debatable element in clarifying customer satisfaction concept is whether it is subjective or objective in nature. Pizam A. & Ellis (1999) noted that "a minority of researchers perceive the satisfaction process to be subjective in expectations but objective in the perceptions of the product attributes, or outcome." In this light, Klaus (1985, p. 21) defines satisfaction as "the customer's subjective evaluation of a consumption experience, based on some relationship between the customer's perceptions and objective attributes of the product". Expectation and perceived performance are constructs that are in themselves subject to external influences to some extent (Maister, 1985). Others point out that both what is perceived (outcome) and what is expected are subjective and psychological phenomena not reality. The importance of the subjective nature of the process cannot be overlooked. The reason is that both expectations and perceptions are psychological phenomena and are susceptible to external influences and manipulation. To say that

customers' evaluation of a product or service is objective implies that the evaluation is not biased in any way. This is not realistic because it is a common knowledge that customers are different and the way they perceive a product or service may vary considerably. However, according to Gyasi & Azumah (2009), each customer can be objective in their own subjective, cognitive and affective states. Therefore in this study, customer satisfaction in itself is defined as a subjective evaluation, but its measurement is approached objectively; thus, customers are supposed to be objective - expressing whatever subjective response they have about a product objectively without bias.

Additionally, satisfaction may be viewed as Transactional or Cumulative: On the one hand from a transactional-specific perspective, customer satisfaction is based on a one time, specific post-purchase evaluative judgment of a service encounter (Yonggui Wang & Hing-Po Lo 2002). On the other hand, in the cumulative customer satisfaction perspective, customer is conceptualized as an overall customer evaluation of a product or service based on purchase and consumption experiences over a time period (Fornell, 1992; Johnson and Fornell 1991; *al.*, 1994; cited in Yonggui Wang & Hing-Po Lo 2002). In terms of the diagnostic and predictive value of customer satisfaction measurement, cumulative satisfaction is more useful and reliable than transaction-specific in that it is based on series of purchase and consumption occasions rather than just one occasion of transaction. Customer satisfaction, in this study, is measured from the last twelve months. Therefore, the conceptual framework of this study treats customer satisfaction as cumulative. Consequently, the operational definition of customer satisfaction in this study is the one by Gyasi and Azumah (2009, p.g.36), *“The process of customer overall subjective evaluation of the product/service quality against his/her expectation or desires over a time period.”*

2.2.1 Measuring Customer Satisfaction

Customer satisfaction has been conceptualized in the marketing literature as the difference between perceived performance of a product/service and some cognitive standards such as expectation and desire of consumers (Oliver, 1980; Cronin and Taylor, 1992). In this regard satisfaction is the result of perceived product performance and some expectation or desire of consumers. This results in a confirmation or disconfirmation of customer expectation and desire.

Disconfirmation theory of consumer satisfaction suggests that customer satisfaction/dissatisfaction is the disparity that exists between the performance of a product/service and some cognitive or emotional standards of the consumer, such as desire and expectation of customers. If perceived performance exceeds or falls short of expectation or desire, there is positive disconfirmation or negative disconfirmation and the customer is satisfied or dissatisfied respectively. Desire Disconfirmations (DD) and Expectation Disconfirmation (ED) are both empirically validated to significantly explain customer satisfaction (Khalifa and Liu, 2002).

Danaher and Haddrell (1996) have identified three broad categories of measurement scales used in customer satisfaction measurement. They are performance scales, disconfirmation scales and satisfaction scales. Performance scales are those that use scales such as poor, fair, good and excellent; disconfirmation scales are those that use scales such as worse than expected to better than expected; and satisfaction scales are those that use scales such as very dissatisfied to very satisfied.

Disconfirmation scales are based on the disconfirmation theory. Oliver (1980) was the first to propose and developed the expectancy disconfirmation theory. It has been verified and recommended that the use of disconfirmation scales is useful for three reasons. “First in one disconfirmation-based single question, it captures succinctly Parasuraman *et al.*’s (1988) two stage

SERVQUAL measurement, i.e. much worse than expected to much better than expected. Secondly, it is shown mathematically that comparison with expectations will correlate higher with customer retention than either a quality question or a satisfaction question (Rust *et al.*, 1994). Lastly, using disconfirmation scale is better because a customer rating service quality highly, for example as good or excellent, may not perceive it as 'better than expected' (Danaher and Haddrell, 1996; Devlin *et al.*, 1993; Rust *et al.* 1994).

2.2.2 Antecedent of Customer Satisfaction

Satisfaction comes about as a result of factors which influences the level at which they operate. Generally, there are two major factors of customer satisfaction which include product quality and product value (relation of price and quality). Drivers of satisfaction are defined by two models which include disconfirmation model which is associated with transaction-specific transaction and performance model which is used in cumulative studies.

Disconfirmation model is the difference between perceived product's performance and expected performance. This model assumes that satisfaction increases if performance exceeds expectations which can be referred to as positive disconfirmation. On the other hand, if the product or service performs below expectation it is called negative disconfirmation effect which leads to decline in satisfaction. It is expected that expectation may have both positive and negative influence on satisfaction. If performance increases over constant expectations, there is positive disconfirmation which positively influences satisfaction. However, if expectation grows above constant performance, then negative disconfirmation of expectations and satisfaction decreases. Such transaction specific gaps are then aggregated into an overall customer satisfaction (Johnson, 1996).

2.2.3 Customer Satisfaction and Behaviour Intention

Customer satisfaction impacts the behaviour of customers in a number of ways. First customer satisfaction is found to be a key determinant of customer retention (Rust and Zahorik, 1993; Zeithaml et al., 1996). Again, according to Reichheld (1996) CS is regarded as a necessary antecedent of customer loyalty, which in turns drives profitability and performance (Heskett et al., 1997; Reichheld, 1993). Also, Increasing CS and customer retention leads to improved profits, positive word-of mouth, and lower marketing expenditures (Reichheld, 1996). In many studies, customer satisfaction is positively correlated with customer re-purchase, likelihood to recommend, positive word-of-mouth, customer loyal and retention. But, customer satisfaction is negatively correlated, to a large extent, with customer complaints and switching intention (Yonggui Wang & Hing-PoLo, 2002). It must be pointed out that customer loyalty and retention are not always attributable to customer satisfaction. It is because a customer may not be satisfied with the services/products but may find it difficult to switch to a competitor simple because of the circumstances he/she is faced with. This is usually common in most services context. For example with Insurance services, until the time period for a particular insurance policy or product a customer may have bought expires, the customer may be forced to maintain the policy. Such a customer may be dissatisfied but will be forced to remain loyal to an organisation; this is a kind of forced loyalty by implication. Loyalty is therefore affected by situational factors and switching cost.

2.3 Product/Service Quality

Various studies have established that there are many factors that drives customer satisfaction that need to be examined in order to be able to measure it reliably. Numerous studies have examined the link between customer satisfaction and product/service quality. Until recently, most researches focused on customer satisfaction and quality in other manufacturing sector (Mandhachitara and

Poolthong, 2011). Service quality is a consumer's overall impression of the relative inferiority or superiority of an organization and its services (Bitner and Hubbert, 1994). Mackay and Crompton (1990) define service quality as "the relationship between what customer's desires from a service and what they perceive that they receive". Oliver (1980) developed the theory that suggests there exist a direct relationship between a customer's satisfaction and what his/her expectations are. Subsequent research revealed that satisfaction is determined by how positive a customer perceives the performance of particular service to be. In particular, it has been observed that if a customer perceives service quality to be high, he/she will have high levels of satisfaction (Ganesh et al., 2000; Caruana, 2002). Ganesh et al. (2000) reported that if a business performs a service that surpasses customer expectations, the customer will be satisfied and is likely to be a repeat customer at the establishment that provided the service. This perspective suggests that poor service delivery would be a major cause of dissatisfaction among consumers.

Service quality has been variously defined by different authors from different context. It has been referred to as customer perceived quality (CPQ), which is defined as the confirmation (or disconfirmation) of a consumer's expectations of service compared with the customer's perception of the service actually received (Gronroos, 1982). Asubonteng, McCleary, Swan (1996) defined service quality as the extent to which a service meets customers' needs or expectations. This view of service quality has been supported by Parasuraman, Zeithaml and Berry by defining the concept of service quality as "a form of attitude, related, but not equivalent to satisfaction, that results from a comparison of expectations with perceptions of performance. Expectations are viewed as desires or wants of customers, i.e. what they feel as service provider *should* offer rather than *would* offer." (Parasuraman, *et al.*, 1988).

2.4 Determinant of Customer Satisfaction in the Automobile Industry

The information as to the factors that are determinant to customer satisfaction is very important for firms as it is the likely consequences of customer satisfaction which are customer loyalty and repeat purchase of the services. Therefore customer satisfaction is closely associated with the growth and survival of the company. The argument in marketing literature for positive correlation between customer satisfaction, customer loyalty and earnings is that increased customer satisfaction often leads to lower turnover of the company's present customer. Customer satisfaction could be influenced by service quality and the customer service experiences (Oliver, 1993a; Parasuraman, *et al.*, 1988, Lovelock, 2000; Lovelock & Wirtz, 2007; Gronroos, 2001). There have been various confusions over the relationship between service quality and customer satisfaction. Given the significance attached to customer satisfaction by marketing theory and practice, understanding the antecedents or determinants of customer satisfaction have long been a subject of study for consumer research.

“A service experience is defined as the service encounter and/or service process that creates the customer's cognitive, emotional and behavioural responses which result in a mental mark, a memory” (Gronroos, 2005 in Edvardsson, 2005). It is generally accepted by most scholars that service quality basically relates to what the customer perceives of the product/service performance. Recent empirical studies have shown that customer satisfaction is not only driven by cognitive dimensions of customer perceptions of service quality but also by affective dimensions which have positive impact on post-purchase behaviour like repeated purchase, customers loyalty, switching intention, and likelihood to recommend (Erevelles, 1998; Oliver, 1980; Oliver, 1993a). This is consistent with the work of two perceived service quality gurus, Gronroos and Edvardsson (Gronroos, 2001; Edvardsson, 2005; Edvardsson, *et al.*, 2005), who postulate that perceived service

quality is an important determinant of customer satisfaction that have both cognitive and affective dimensions beyond just cognitive assessment of customers of the offering of service providers. These SERVQUAL gurus further maintain that perceived quality is formed by customers during their ongoing interactions with product/service providers. This is realised when customers are factored in as co-producers and involved in the process of production, delivery and consumption of service/products.

In reviewing the existing literature (Anderson and Sullivan, 1993; Saeed et al., 2011; Michel and Meuter, 2008; Nimako et al., 2010; Herrmann et al., 2007; Minkiewicz et al., 2011), a number of research streams have been identified, including but not limited to (1) service quality, (2) product recovery, (3) reputation, (4) price, and (5) customer orientation. In this section, these research streams are explored to develop a framework of the potential determinants of customer satisfaction in the automobile industry. Although the information on this section will be use, there will not be the specific focus for data gathering and analysis.

2.4.1 Price Fairness

As an important factor which influences customer satisfaction is the role of product or service price in the customer satisfaction research (Herrmann et al., 2007, p. 49). When price has been included, it has been one of several product/service attributes considered relevant (Fornell et al., 1996; Voss et al., 1998); however, the unique influence of product/service price on satisfaction judgments remains unclear. Price fairness could be seen as representing a direct attempt to establish consumers' willingness to patronize a product/service due to a feeling that price commensurate product/service's performance. In other words, it represents the maximum price which a consumer should pay for the product, given the benefits that come with the product. In this

research, consumers' price perception is included as an important factor influencing overall satisfaction judgments.

According to Herrmann et al. (2007), this influence is both direct and indirect through price fairness perceptions. Voss et al. (1998) argue that satisfaction is a function of price, proposing that perceived price fairness might be the dominant determinant of satisfaction. Their empirical results suggest that when there was a perceived price performance inconsistency (i.e., an inequitable or unfair outcome), it had a stronger effect (negative) on satisfaction judgments.

According to Herrmann et al. (2007), this influence is both direct and indirect via price fairness perceptions. Voss et al. (1998) argue that satisfaction is a function of price, proposing that perceived price fairness might be the dominant determinant of satisfaction. Their empirical results suggest that when there was a perceived price performance inconsistency (i.e., an inequitable or unfair outcome), it had a stronger effect (negative) on satisfaction judgments. To that end, this study would posit that price perceptions influence consumers' overall satisfaction judgments directly and indirectly through price fairness perceptions. Accordingly, it is believed that price fairness perceptions is dependent on supplier's commitment and the quality of the goods and services being rendered.

2.4.2 Customer Loyalty

Oliver (1997, p.392) defined customer loyalty as a "deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior". Loyalty has also been described as "an unspecified number of repeat purchases from the same supplier over a specified period" (Egan, 2004). The customer is

the main means through which a company can see profitable growth and customer loyalty can lead to profitability (Hayes, 2008). For a customer, loyalty is a positive attitude and behavior related to the level of re-purchasing commitment to a brand in the future (Chu, 2009). Loyal customers are less likely to switch to a competitor solely because of price, and they even make more purchases than non-loyal customers (Bowen and Shoemaker, 2003). Loyal customers are also considered to be the most important assets of a company and it is thus essential for vendors to keep loyal customers who will contribute long-term profit to the business organizations (Tseng, 2007). Attempt to make existing customers increase their purchases is one way to strengthen the financial growth of a company (Hayes, 2008). The aim of relationship marketing therefore is to build a loyal customer base. This involves showing more interest in taking care of acquired customers (Ravald and Grönroos, 1996). Studies on customer loyalty surged because many practitioners as well as researchers realized its long term benefits (Zeithaml, 2005). Some studies on the benefits of customer loyalty found that it has the potential to reduce customer defection, reduce costs of operations especially in advertising, increase opportunities for cross selling and low price sensitivity, increase word-of-mouth endorsements and, increase the company's overall profit. Reichheld explains that when customers have come to understand the company as a result of the length of time spent together they buy into its value proposition which then improves its revenues and market share. Zeithaml (2005) share similar views and further explains the economic benefits of customer retention saying that customers tend to favor suppliers they have ongoing relationship with by giving them more of their businesses. Despite the glaring benefits associated with customer loyalty or retention, many companies still set employees' rewards in relation to new customers (Zeithaml, 2005) while many others have not been successful in its implementation (Berman, 2006).

Some scholars developed models to enable development of relationships between two parties (Beatty et al, 1996). Zeithaml (2005) discussed a model where new customers referred to as “strangers” are attracted and gradually converted into acquaintances, friends and partners over time. As noted by Anon (2008), relationship models identify marketing efforts and aims that must guide product/service providers in building and keeping interactions alive. As such, companies must always deploy resources to first of all attract new customers. Next, they must seek to satisfy acquired customers. Subsequently, companies must strive to build trust and overtime, seek opportunities to enhance their offerings to customers.

Customer loyalty remains a key issue among managers because of the lack of consensus on how best to measure it. Reichheld (2003) identifies that a customer’s intention to recommend his or her product/service provider to others is the “ultimate act of loyalty” (p.50). Keiningham et al, (2007) however argue that no single customer attitude is enough to explain subsequent future behavior. As such loyalty can take the form of attitude, where satisfied customers express buying intentions and preferences for a company’s products and services (e.g. repurchase intention, recommend intention). Loyalty can also be gauged by looking at actual behaviors, for instance, an increase in frequency of purchase and share of wallet.

Customer retention or loyalty and the best attitude that predict it still retain a high interest among researchers and managers. As can be deduced from earlier review, customer retention and loyalty behaviors are multidimensional which implies that several factors influence a customer’s decision to remain with a particular service provider. Previous studies found trust (Morgan and Hunt, 1994; Berry, 1995), satisfaction (Oliver, 1993; Cronin and Taylor, 1994, Jones and Suh, 2000), switching costs (White and Yanamandram, 2007; Burnham et al, 2003), service quality (Ranaweera and Neely, 2003, Pe’rez et al, 2007; Parasuraman et al, 1996), image (Aydin and Go’khan O’zer,

2005; Hess Jr, 2008) among other factors. Numerous researchers have tried to find relevant antecedents and their role in creating customer loyalty. Service quality, customer satisfaction, corporate image, word-of-mouth communication, perceived value have been proposed as antecedents of loyalty (e.g., Wieringa & Verhoef, 2007; Patterson & Smith, 2003; Burnham et al., 2003; Jones et al., 2000) and these variables are also taken as driving force of competitive advantage and corporate success (Landrum & Prybutok, 2004; Yang & Peterson, 2004; Wang, Lo, & Yang, 2004; Khatibi, Ismail, & Thyagarajan, 2002;)In Ghana, few researches have been done regarding customer loyalty and its antecedents and this is mainly in the banking sector (Owusu-Frimpong, 1999). Joyce Osei Kyei (2011), studied the effect of relationship marketing tactics such as service quality, price pricing, brand image and value offers on customer loyalty.

2.4.3 Brand image

In recent times, corporate-level marketing, referring to a broad managerial philosophy whereby the corporate image, identity, or brand of a company is seen to be the central anchor or driver for its strategies and management, has attracted considerable interest from scholars (e.g., Balmer, 2009; Brown et al., 2006). What these corporate marketing-related perspectives share as a basic assumption is the notion that the various constituencies or stakeholders of a company essentially orient their behaviours towards the company according to what they perceive about the company's identity and how they evaluate it – that is, according to perceived corporate brand image (Aspara and Tikkanen, 2011). Notably, consistent with the inter-disciplinary work in the area, the role of the perceived corporate identity as a driver of stakeholders' behaviours is seen to be the case with the company's customers in particular. Brown et al. (2006) provide further support for this view, construing image as consumer perceptions of the brand and what individuals know or believe about an organization. Balmer (2009) highlights the importance of corporate image, asserting that

a link exists between an individual's image of the organisation and that person's behaviour towards it. In line with this, Minkiewicz et al. (2011), in their quantitative study in the leisure services sector, found positive image to be related to customer satisfaction. Drawing on the disconfirmation paradigm (Churchill and Surprenant, 2010), Minkiewicz et al. (2011) suggests that satisfaction will occur when individual expectations are confirmed and that it is reasonable to expect that a positive image and expectation of a product prior to consumption.

2.4.4 Staff Customer Orientation

Due to the intangible and tangible nature of services, customers are most of the time are relying on the behaviour of company employee when judging the quality of service. Consequently, the employee level of customer orientation is considered as an important leverage for a company's profitability (Hennig-Thurau, 2004). A customer orientation is defined as a selling behaviour in which salespeople assist customers to satisfy their long-term wants and needs versus a sales orientation, which places the selling organisation and/or salespersons before the customers (Jones et al., 2003). Hennig-Thurau (2004) has argued that despite its important position in the value chain, only few studies have addressed the construct of customer orientation of service employees and its impact on service firms' success. Indeed, the behaviours and attitudes of a firm's boundary-spanning salespeople should significantly influence the customers' perceptions of the firm's service delivery (Heskett et al., 1997). The behaviours and attitudes of salespeople are, in turn, influenced by their perceptions of the firm's market orientation and their interaction with sales managers, thus, highlighting the importance of examining market orientation from the sales force's perspective. Customer orientation of service employees is characterized by employees'

recognition of such things as the “need to pamper”, “need to read the customer”, “need for personal relationship”, “need to deliver”, and “need to communicate” (Brown et al., 2002).

Drawing on the disconfirmation paradigm of customer satisfaction (), this study postulates that customers have expectations with regard to the behaviour of automobile company employees in interaction situations and that, when these are under-delivered, the level of customer satisfaction with the company is negatively affected(Hennig-Thurau, 2004; Jones et al., 2003).

2.5 After Sale Service and Customer Satisfaction

As shown in Ehinlanwo and Zairi (1996) a survey carried out by Autohaus in 1993, approximately 59 per cent of a car dealer’s yearly profits come from the after-sales service. The after-sales market, apart from being profitable, is also less subject to economic cyclic ups and downs. According to Ehinlanwo and Zairi (1996) Toyota describes its after sales objectives as customer satisfaction, customer retention, efficiency in work and job flow, both for the distributor and dealer, and high service absorption for dealers, while Ford describes its after-sales objectives as to make Ford the number one aftermarket operation by providing owners of Ford vehicles with an ownership experience. The after sale services given by those companies include: Maintenance service, original spare parts, warranties, washing, key-care service and training program. There was a research conducted by Lin (2009) on electric power customer satisfaction using Kano model to evaluate the customer satisfaction, depending on the customers' satisfaction degree and importance degree corresponding to each service item during the statistical work. on

2.5.1 After Sales Service, Customer Loyalty and Satisfaction

After Sales Service is a key driver for customer satisfaction and loyalty. Customer satisfaction is important because many researchers have shown that customer satisfaction has a positive effect on organization's profitability, success and survival. Customers are satisfied not only by the product they purchase, but also with the service they received from the organization even after purchase especially in the automobile industry when services still continues in the form of repair and maintenance. Recently, satisfying customers, through providing after sale services, become a competitive area of marketing in the automobile industry. Companies have recently added a state of the art technology driven garages for its customers strictly for after sales services.

2.6 Customer Loyalty

According to Seyed (2007), customer loyalty has been described as customer's willingness to continue patronizing a firm over the long term, purchasing and using its goods and services on a repeated and preferably exclusive basis, and voluntarily recommending it to friends and associates. As Sudharshan (2010) found, there is a positive relationship between customer satisfaction and customer loyalty but this connection is not always a linear relation. This relationship depends on factors such as market regulation, switching costs, brand equity, existence of loyalty programs, proprietary technology, and product differentiation at the industry level.

2.7 History of the Automobile Industry in Ghana

The history of the automobile industry in Ghana dates back to the pre-independent era where a number of car assembly plants were established just after Ghana gained independence in 1957. Some of the vehicular assembly plant that was established in Ghana were Gharmot car assembly

plant, National Investment Corporation (NIC) vehicle assembly plant and workshop and Neoplan assembly plant. These were part of government's industrialization drive that increased manufacturing's share of GDP from 10 percent in 1960 to 14 percent in 1970 (www.Mongnabay.com). However, this period of growth was followed by over a decade of de-industrialization and most of these enterprises did not survive in the era of restrictive trade regimes that led to scarcity of foreign exchange (Dinye and Nyaba, 2001). The vehicle assembly plants were among the State Owned Enterprise (SOE) that were subsequently privatized due to poor management and dependence on state funds for survival (Kwakye, 2011).

Ghana began its automotive industry in car manufacturing with the construction of its first self-assembled automobile from Ghanaian automotive company "Suame Industrial Development Organization" (SMIDO) first constructed prototype robust sport utility vehicle (SUV), named the SMATI Turtle which was intended for use in the rough African terrain and designed and manufactured by "Artisans of Suame Magazine Industrial Development Organization" (SMIDO) and the construction of Ghanaian urban electric cars from 2014 (Domfeh, 2013). The Indian automotive major Mahindra & Mahindra Limited and Mahindra & Mahindra Ghana Limited also set up assembly plants across South Africa and Ghana to service western Africa and the African continent and set up of service centres on a 3.8-hectare (9.5-acre) plot in the Greater Accra region capital Accra along with its Ghanaian partner Mahindra & Mahindra Ghana Limited. () The decision by Mahindra & Mahindra Limited to begin manufacturing its automobiles and urban electric cars in Ghana was driven by the need to explore the vast investment potentials and service the needs of the automotive industry market and the electric car market on the African continent. The Ghana Mahindra automobile plazas explored the potential of the fast expanding automobile market of Ghana and the entire African continent and offered quality and affordable vehicles and electric cars and services to meet increasing market demand in Ghana and in other West African

countries. Mahindra vehicles were sold to state institutions, private organizations, industries, United Nations agencies and individuals in Ghana.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology adopted for the study. To be specific, it presents and justifies the approaches that were used to collect data for the study based on the research questions formulated. It covers the research design, sources of data, target population, sampling technique and sample size, data collection instruments and procedure, pre-testing of questionnaire and finally data analysis techniques adopted for the study.

3.2 Research Design

According to (Agyedu, Donkor & Obeng, 2012) research design represents the overall strategy that would be used to undertake or investigate a research endeavour which is used to obtain evidence to answer research questions. It constitutes the **general** plan that would be used to answer a research questions. In order to achieve the objectives of this study, descriptive survey design was deemed appropriate for the study because it is versatile and practical, in that, it identifies present conditions and points to recent needs. Again attempts were made to determine the incidence, distribution and interrelationship among sociological and psychological variables. Moreover, it would make it much easier to survey, interpret, synthesize, and integrate data in a bid to examine the implications and interrelationships identified in the study. According to Dawson (2002), there are three types of research design strategies: quantitative, qualitative and mixed method. Mixed Method approach was deemed appropriate for this study. Mixed methods research is an approach that combines or associates both quantitative and qualitative forms. Creswell and Clark (2007) assert that the effectiveness of the mixed research method is greater than each of the qualitative and quantitative

research designs. In other words, a combination of qualitative and quantitative research strategies assist in practical solutions to overcome restrictions of mono-method research as has been discussed over decades (Kelle, 2006).

Quantitative research necessitates the reliability of data collection in order to enhance statistical comparison whereas qualitative research in contrast needs a flexible atmosphere which allows one to answer user data as it may emerge during a session. Thus, trends are looked at rather than performing statistical analysis. Based on the merits and demerits identified in the qualitative and quantitative designs, the researcher adopted the mixed strategy so that each can complement the other for more convincing and reliable conduct of the research. Consequently, the qualitative design was adopted in order to gain holistic understanding to the phenomenon of diversity after sales services rendered by Toyota Ghana whereas quantitative measures the amount of data gained from the study through statistical manipulation or through testing of hypothesis through numbers. It comprises opinions of target groups of interest to a study in a structured manner to ensure that hard facts can be drawn from outcomes of a study. In line with this study, questionnaire served as the quantitative basis for the survey. The opinions formed from questionnaires administered served the basis for the quantitative analysis. Data emanating from the triangular approach were analyzed using descriptive and referential statistics. According to (Burn & Groves, 2001) this two known research strategies, though different in their approach but they complement each other. However, they have their strength and weakness in that, no single method has a complete advantage over the other. Again, the quantitative method of research design is used to answer questions that exist among measured variables with the purpose of explaining, predicting and controlling phenomenon. Quantitative research design uses everyday life which is connected to the behavioural pattern of people like attitude which allows inferences to be made from a larger population. Another

advantage of quantitative design is that it has standardized, reliable measures to ascertain “facts” which is concerned with the study (Silverman, 2006). The choice of this design was further motivated by the fact that descriptive research or survey aims mainly at describing, observing and documenting aspects of a situation that naturally occurs (Polit and Hungler (1995).

3.3 Sources of Data

Both primary and secondary data were used for this study. Primary data for the study included personal data of respondents to questionnaire and face-to-face interviews with some of the staffs and customers of Toyota Ghana Limited. Secondary data was collected from various sources. This includes scholarly journals, reports, educational guides and text books. Data from magazines and website of the industries within the company as well as different organizations of the same interest were used. Ghauri and Gronhaug (2005) cited by Brulot (2007) argue that the main advantage of using secondary data is enormous savings in resources, time and money. In General, it is more expensive to use secondary data than Primary data. Secondary data can be used to compare with what exist in other companies in relation to the company which is being used for the study. Unlike primary data, Secondary data generally provides a source of data that is both permanent and available in a form that may be check easily by others. However, the primary data used was collected from the field survey using questionnaires. The questionnaires comprised both close-ended and open ended questions. These formed the basis of the analysis of the study.

3.4 Target Population

The target population for the study consisted of management, staff and some selected customers of within the Kumasi metropolis. Population in this context refers to the complete set of individuals (subjects) having common observable characteristics in which the researcher was interested in. According to Sekeran (1990) population refers to the entire group of people, events or things of

interest that the researcher wishes to investigate. In this instance however, the estimated population contacted for the study were managements and staff of the Kumasi Branch of the Toyota Ghana as well as some selected customers of the company within the metropolis. The rationale for this selection is based on the fact they were available and accessible at the time of conducting the study.

3.5 Sample and Sampling Technique of the Study

Sample is a subset or part of the total population that could be studied. Sampling is used to make an estimate of the characteristics of the population as a whole. The study adopted the use of non-probabilistic sample approach because not all elements in the population are expected to partake in the study. The study adopted the use of two sampling techniques to sample out the respondents for the study. The sampling technique used for sampling out the management and staff of Toyota Ghana was purposive sampling technique while convenience sampling technique was used to sample out customers for the study. It is an example of non-probability sampling which implies that not every element of the population had an opportunity of being included in the sample for the study. Since the study involved only management and some selected staffs as well as some selected customers of the company, it was proper and convenient to settle on purposive and convenience sampling techniques. This limited generalization of the results of the study (Burns & Grove 2001:804). This supports the view of De Vos (1998), as well as LoBiondo-Wood and Haber (1998) who both describes purposive sampling and convenience sampling as the use of readily accessible persons in a study.

3.5.1 Determination of Sample Size

The study sample was derived from Mugenda and Mugenda's (2003) recommendation of a sample size between 30% – 50% of the target population. A sample size of twenty-five (25) made-up of

management and staff of the Kumasi branch of Toyota Ghana Limited and seventy-eight (78) of customers of the company within the metropolis were used for the study. This was based on (5%) margin of error and ninety-five percent (95%) of confidence interval of the estimated population of one. Finally the management and staff of the company were first contacted because they have the first-hand information about the company's operations. Notwithstanding, the decision for the sample size was guided by the fact that gathering data from management and a section of customer is quite challenging due to their busy schedule the scattered nature of nature of customers. At the same time, the researcher had limited resources to cover the ten region of Ghana. He was also bent on doing a quality work.

3.6 Data Collection Instrument, Procedure and Administration

To gather the information needed to conduct this research, a data collection approach was taken involving both secondary data (i.e. pre-existing data) and primary data (i.e. original data collected for the specific research purposes). The techniques which were used to solicit primary source of data were self - administered questionnaire and an interviews, face-to-face interactions and telephone calls to some particular individuals. The main instruments used for the study was questionnaires. The differences between both instruments are mainly on how they are administered. Data collection process involved the administering of questionnaire and note taking. As the name implies, questionnaire is a form of document containing a number of questions on a particular theme, problems, issue or opinion to be investigated.

The self –administered questionnaire is intended to be hopefully understood and completed by the respondents, ‘unaided’ or with the minimum “guidance”. Open-ended and closed ended question forms were used. The closed ended question forms were subdivided questions that are structured questions with response alternatives. The open-ended question forms gave the respondents an

opportunity to express themselves on the issues and give a basis for their answers. It also permitted free response from the respondents. Besides, it developed trust and perceived as less threat. However, the closed ended forms made it easy for the researcher to handle and analyse the results quickly.

On the other hand quantitative data through the use of structured interview were gathered from some after sales service managers and some regular customers of the company who normally comes to the premises of the company to repair their vehicles. The interview conducted took 5 minutes for each individual contacted for the interview. Four (4) people from the staff of the company were interviewed whereas seven (7) regular customers of the company also were interviewed.

3.7 Validity and Reliability of Questionnaire

Validity and reliability in research is the degree of stability exhibited when measurement is repeated under identical conditions (Naoum, 1998) Research validity refers to whether the researcher actually measured what was supposed to measure and not something else. Reliability means that responses to the questionnaire were consistent (Naoum, 1998). The researcher took the following steps in order to ensure the validity of the data. The questionnaire was based on information obtained from literature review. This was to ensure that it was a representation of all various elements in the study ((Naoum, 1998). The questions were formulated in simple language for easy understanding. The researcher gave the questionnaire to colleagues for peer review. It was also given to the supervisor to scrutinize to ensure its validity. The colleagues and supervisor added some questions and certain aspects of the questionnaire were rephrased for clarity. The questionnaire was administered and collected by the researcher himself. This helped clarify where participants did not understand. Questionnaires were then printed out for distribution according to

the sample selected. However, a second reliability test during the analysis of overall data gathered recorded Cronbach's alpha results of less than 0.7 for two of the constructs, Tangibles determinant of customer satisfaction. One question each was excluded in these two constructs to achieve the desired levels of internal reliability of question items. Analysis of data was therefore based on the final set of question items.

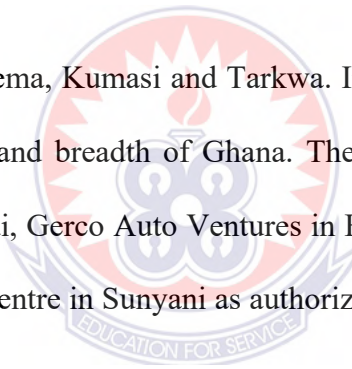
3.8 Data Analysis

The data collected were edited and examined for completeness and consistency using both qualitative and quantitative method to analyze the data. The analyses of qualitative data collected from sampled respondents were done by the use of descriptive analysis. The analysis of quantitative data collected from sample respondents was computed from the result of Statistical Package for Social Sciences (SPSS) version 20 software. To describe the sample characteristics in the data analysis report, respondent's profile such as age, gender, educational background and income has been analyzed in the form of table. Frequencies and percentages were used to analyze findings where necessary, using statistical package for social scientist (SPSS) and Microsoft Excel. The data was first coded to allow for easy 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. The field data was processed by editing; coding, classification and tabulation to present a clear view for analysis. Data was then presented in the form of tables and charts for ease of interpretation and discussion.

3.9 Company Profile

Toyota Ghana Company Ltd (TGCL) was incorporated in Ghana in January 1998 by the investment of Marubeni Corporation, Japan and Marubeni Auto Europe S.A, Belgium. The company started operations in April 1998. Marubeni Corporation became the sole shareholders of the company. As the sole authorized distributor for Toyota Corporation of Japan (TMC), the principal activity of TGCL is the sale of new Toyota vehicles, sale of spare parts and the provision of after sales service support. Again, the staffs of TGCL are equipped with the requisite skill that enhances the quality of service to the Toyota Global Standards. In 2013, the company became the sole authorized distributor of HINO Trucks, selling HINO trucks and providing after-sales support for its customers.

TGCL has branches in –Accra, Tema, Kumasi and Tarkwa. In addition, TGCL has appointed five (5) workshops across the length and breadth of Ghana. They are Ansuare Company Limited in Tamale, Kwansa Auto Lt Takoradi, Gerco Auto Ventures in Ho, Cape Coast Technical Institute in Cape Coast and Eusbett Service Centre in Sunyani as authorized Service Shops for TGCL.



3.9.1 Vision Statement

TGCL’s vision is to provide its customers with the best vehicle purchased and ownership experience.

3.9.2 Mission Statement

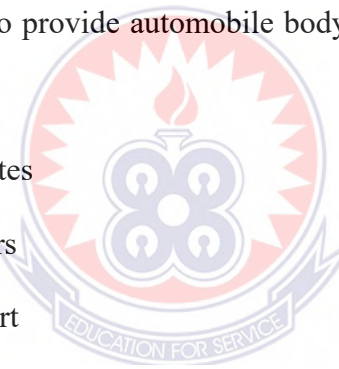
TGCL’s mission is to:

- ❖ Operate to become the most customer focused and environment friendly automobile company in Ghana.

- ❖ Provide integrated services of Toyota vehicles (Sales, Spare Parts and Service)
- ❖ Provide adequate and up to date training for our staff, dealers and fleet users.
- ❖ Establish a service network that fixes it right the first time. anytime, anywhere and with the right components.
- ❖ Contribute to Society as a good corporate citizen.

Guided by this vision, management of the branch re-engineered its core mandate in 2003 and rolled out a string of innovative services like the yearly body care promotion for all Toyota and Non-Toyota vehicles. That has since marked a step to living our vision. The branch is determined to distinguish its services by offering top-notch quality services and proven customer satisfaction. They also provide automobile body care needs in Ghana and beyond in the outlined areas;

- Collision Repair Estimates
- Quality Collision Repairs
- Vehicle Valuation Report
- Vehicle Recovery Advice



The various branches nationwide Spare Parts departments sell Toyota genuine body panel, reinforcements, moulding, upholstery and windshield parts. The spare parts are supplied by original manufacturers and are made from high-strength steel capable of withstanding high compressive, tensile and fatigue stresses.

CHAPTER FOUR

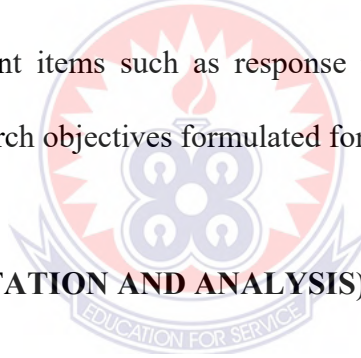
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter comprises of two sections. Section A and B. Section A involves the presentation and analyses of data gathered for the study. The analysis of data is necessary after collecting the data research which will make it possible for the interpretation of results, discussions and drawing of conclusions for the study. Analysis of the data collected was done using statistics methods such as frequency distribution tables, percentage, mean and descriptive analysis for easy interpretation.

Section B presents discussions of the findings which were based on the objectives outlined for the research. The purpose of the study was to assess customer satisfaction in the automobile industry.

The chapter focused on important items such as response rate, demographic representation of respondents and the various research objectives formulated for the study.



SECTION A (DATA PRESENTATION AND ANALYSIS)

4.2 Response Rate

A total of 150 questionnaires were administered to the survey respondents and 156 were completed and returned. Forty four questionnaires were not properly completed and as such did not form part of the analysis. One hundred and twenty (120) both staff of Toyota Ghana and its customers completed the questionnaires were and therefore analysed constituted a response rate of 80%.

4.3 Demographic Characteristics of Respondents

This section presents demographic characteristic of staff of Toyota Ghana Ltd. It includes important characteristics such as gender, educational background, years of working experience etc.

Table 4.1 Gender of Staff of Toyota Ghana

	Freq.	Percentage
Male	21	84%
Female	4	16%
Total	25	100

(Source: Field Survey,2017)

Table 4.1 outlines the gender characteristics of staff of the company. A careful look at the table reveal that , out of the total respondents of 25 staff of Toyota Ghana Ltd, 21 respondents representing 84%% were male whereas 4 respondents representing 16%% were female. This implies that there are gender inequalities working at Toyota Ghana Ltd

Table 4.2 Educational Qualification of Staff

Responses	Freq.	Percentage
Tertiary	14	56%
Secondary/Technician	9	36%
Basic	2	8%
Total	25	100

(Source: Field Survey,2017)

Table 4.2 outlines the educational qualification of staff f Toyota Ghana. Out of the total respondents of 25, 14 respondents representing 56.% hold tertiary educational qualification while 9 of the staff representing 36%% either hold secondary/Technician educational qualification and two (2) respondents representing 8% hold basic education certificate. This indicates that majority of

staff especially the main players at Toyota Ghana Ltd are quite educated therefore their sense judgment on the questionnaire could be brought to bear in drawing conclusion for the study

Table 4.3: Working Experience of Staff of Toyota Ghana Ltd.

Responses	Frequency	Percentage
Less than 2 years	6	13.3%
2-5 years	15	33.3%
6-9 years	21	46.7%
10 years and over	3	6.7%
Total	45	100

Source: Researchers Field Work, 2017

Table 4.3 shows the work experience of staff at Toyota Ghana Ltd contacted for the study. Out of the total respondents of 45, it was established that 21 respondents representing 46.7% had between 6-9 years of experience in the company while 15 respondents representing 33.3% had between 2-5 years of experience in the company and 6 respondents representing 13.3% also had less than 2 years of experience in the company. However, only 3 respondents representing 6.7% had between 10 or more years of experience in the company.

Table 4.4 Interaction with Customers to Find Their Needs

Responses	Frequency	Percentage
Yes	42	93.3%
No	3	6.7%
Total	25	100

Source: Field data, 2017

Table 4.7 presents staff view as to whether they interact with customers to find out their needs. Out the total respondents of 45, 42 respondents representing answered yes to the fact that they

normally interact with customers to find out their needs whereas 3 respondents representing 6.7% answered No to the fact that they do not interact with customers to find out their needs.

Table 4.5: Customers Satisfaction with the Company's Services

Response	Frequency	Percentage
Yes	37	82.2%
No	8	17.8%
Total	45	100

Source: Field Data, 2017

Table 4.8 presents views of staffs as to whether customers are satisfied with the products/services of the company. Out of the total respondents of 45 staff, 37 respondents representing 82.2% confirmed that customers are satisfied with the company's products and services whereas 8 respondents representing 17.8% answered no to the fact that customers are not satisfied with the company's products and services.

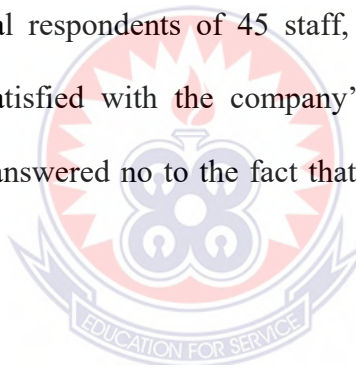


Table 4.6: Rating of Customer Service Turnaround Time of the Company

Response	Frequency	Percentage
Very Good	11	24.4%
Good	31	68.9%
Poor	2	4.4%
Very Poor	1	2.2%
Total	25	100

Source: Field data, 2017

Table 4.9 illustrates staffs view on how they rate the customer service turnover of the company. Out of the total staff number of 45, 31 respondents representing 68.9% of the staff rated the customer service turnaround time as good while 11 respondents representing 24.4% of them rated

the customer service turnaround time as very good. Conversely, 2 respondents representing 4.4% rated customer service turnaround time as poor and 1 respondent representing 2.2% rated it as very poor.

Table 4.7: Staffs Interactions with Customers to know their Needs

Response	Frequency	Percentage
Very Often	9	20%
Often	31	68.9%
Sometimes	5	11.1%
Not At all	-----	-----
Total	25	100

Source: Researchers Field Work, 2017

Table 4.12: discusses staffs view as to how often they interact with customers to find out their needs. From the table out of 45 respondents, 31 respondents representing 68.9% confirmed that they oftenly interact with customers to find out their needs while 9 respondents representing 20% indicated that they interact with customers to know their needs very often and 5 respondents representing 11.1% conceded that they sometimes interact with customers to know their needs.

However, none of the respondents responded to the fact that they do not interact with customers at all.

4.2 CUSTOMERS RESPONSES

Table 4.8 Category of Customer

Response	Frequency	Percentage
Individual	59	75.6%
Corporate	19	24.4%
Total	78	100

Source: Researchers Field Work, 2017

Table 4.14 shows the category of customers that does business with Toyota Ghana Ltd. Out of the total respondents of 78, 59 respondents representing 75.6% were individual customers whereas 19 respondents representing 24.4% were corporate customers who represented some corporate organisations within the Kumasi metropolis.

Table 4.9: Gender of Representation of Customers

Gender	Freq.	Percentage
Male	59	81.9%
Female	13	18.1%
Total	72	100

Source: Researchers Field Work, 2017

It is always important to consider the demographic characteristics of respondents to a study. According to Neumann (2000) the demographic environment is of consideration interest to the market researcher because it involves people, and people make up markets. Among the noticeable demographics that were considered are gender, Age, level of Education and experience in the industry. Table 4.1 shows the gender representation of respondents to the study. From the table, out of the total respondents of 78 customers, 63 respondents representing 80.8% contacted for the study were male whereas 15 respondents representing 19.2% were female. This indicates that majority of Toyota Ghana Ltd customers are dominated by male.

Table 4.10: Number of Years being a Customer to Toyota Ghana Ltd.

Response	Frequency	Percentage
Below 3 years	12	15.4%
4-6	36	46.2%
7-9	23	29.5%
10 years and more	7	8.9%
Total	78	100

Source: Researchers Field Work, 2017

Table 4.14 highlights the number of years that the various customers have being with Toyota Ghana. Out of the total respondents of 78 customers, 36 respondents representing 46.2% had been customers of the company for between 4-6 years while 23 respondents representing 29.5% had been with Toyota Ghana as customers between 7-9 years and 12 respondents representing 15.4% had been customers of the company below the last 3 years. However, only 7 respondents representing 8.9% had been with Toyota Ghana for the last 10 years or more.

Table 4.11 Educational Level of Customers

Customers		
Responses	Freq.	Percentage
Tertiary	36	46.1%
Secondary/Technician	27	34.6%
Basic	15	19.2%
Total	78	100

Source: Researchers Field Work, 2017

Table 4.11 presents educational level of respondents contacted for the study. From the table, out of the total respondents of 78 customers, 36 respondents representing 46.1% hold tertiary educational qualification while 27 respondents representing 34.6% had secondary school leaving certificate to their credit and 15 respondents representing 19.2% had basic level education to their credit. Customer satisfaction shows how customers react, receive and response to the services rendered to

them by the company. It shows how customer would continue to patronize and use the product and service of a company through service quality, better customer relationship and value for money.

Table 4.12 Perception of Relationship with Staff of the Company

Response	Frequency	Perception
Very Cordial	19	24.4%
Cordial	49	62.8%
Unpleasant	10	15.4%
Very Unpleasant	-----	-----
Total	78	100

Source: Researchers Field Work, 2017

Table 4.12 presents customers' views as to how they perceive their relationship with staff of Toyota Ghana Ltd. Out of the total respondents of 78 staff, 49 respondents representing 62.8% indicated that their relationship with staff of the company is cordial while 19 respondents representing 24.4% confirmed that their relationship with the company is very cordial and 10 respondents representing 15.4% also indicated their relationship with the staff of the company is unpleasant.

4.4 LEVEL OF CUSTOMER SATISFACTION AT TOYOTA GHANA LTD.

4.13 Customers Perception about the Company's Products and Services.

Responses	Frequency	Perception
Yes	57	73.1%
No	21	26.9%
Total	78	100

Source: Researchers Field Work, 2017

Table 4.13 highlights customers' view as to whether the company products and services meet their expectation. Out of the total response of 78, 57 respondents representing 73.1% answered **Yes** to

fact that the company's product and service are tailored to their needs whereas 21 respondents representing 26.9% responded **No** to the fact products and services of Toyota Ghana Ltd.

4.14 Customers Expectation of Company's Products and Services

Response	Frequency	Percentage
Yes	52	66.7%
No	26	33.3%
Total	78	100

Source: Researchers Field Work, 2017

Table 4.14 outlines customers' views as to whether the company's product and services meet their expectation. Out of the total respondents of 78, 52 respondents representing 66.7% responded Yes to the fact that the products and services of Toyota Ghana meet their expectation whereas 26 respondents representing 33.3% answered No to the fact that products and services of Toyota Ghana Ltd. meet their expectation. This implies that the product and services of the company meet the expectation of customers.

Table 4.15 Customers' Satisfaction with After Sales Services Rendered by the Company

Response	Frequency	Percentage
Yes	56	71.8%
No	22	28.2%
Total	78	100

Source: Field Survey, 2017

Table 4.15 shows respondents views as to whether customers are satisfied with the after sales services rendered by the company. Out of the total respondents of 78, 56 respondents representing 71.8% answered "Yes" to the fact that after sales services rendered by the company meets their satisfaction whereas 22 respondents representing 28.2% answered "No" to the fact that after sales services of the company do not meet their satisfaction. This indicates that majority of customers are pleased with the after sales services of the company.

Table 4.16: Ratings of the Garage Services of the Company

Ratings	Frequency	Percentage
Excellent	4	5.1%
Very Good	42	53.8%
Good	15	19.2%
Fair	6	7.7%
Poor	11	14.1%
Total	78	100

(Source: Field Survey, 2017)

Table 4.16 shows the customer's rating of garage services of the company. Out of the total respondents of 78, 42 respondents representing 53.8% rated it as "very good" while 15 respondents representing 19.2% rated it as "Good" and 11 respondents representing 14.1% rated it as "poor". On other hand, 6 respondents representing 7.7% rated it as "fair" and 4 respondents representing 5.1% rated it as excellent. This indicates that majority of respondents rate the garage service of the company as very good.

**Table 4.7: Customer's Satisfaction on tools, equipment and human resource capacity of the Company**

Response	Frequency	Percentage
Yes	63	80.8%
No	15	19.2%
Total	78	100

(Source: Field Survey, 2017)

Table 4.17 presents customers' satisfaction with regards to tools, equipment and human resource capacity of the company. From the total respondents of 78, 63 respondents representing 80.8% confirmed that they are satisfied with the tools, equipment and human resource capacity of the company whereas 15 respondents representing 19.2% were not satisfied with the tools, equipment

and human resource capacity of the company. This indicates that majority of respondents are satisfied with the tools, equipment and human resource capacity of the company.

Table 4.18: Customers Ratings of Equipment and Facility of the Company

Response	Frequency	Percentage
Excellent	7	9%
Very Good	34	43.6%
Good	19	24.4%
Satisfactory	12	15.4%
Poor	6	7.7%
Total	78	100

(Source: Field Survey,2017)

Table 4.18 outlines customers rating of equipment and facilities used Toyota Ghana Ltd for after sales services. From the total respondents of 78, 34 respondents representing 43.6% rated the equipment and facility of the company as very good while 19 respondents representing 24.4% rated it as good and 12 respondents representing 15.4% also rated it as satisfactory. On the other hand, 7 respondents representing 9% rated it as excellent and 6 respondents representing 7.7% rated it as poor. This indicates that respondents are satisfied with equipment and facilities used by the company.

Table 4.19 Company's Explanation to Cost Charged

Response	Frequency	Percentage
Yes	62	79.5%
No	16	20.5%
Total	78	100

(Source: Field Survey, 2017)

Table 4.19 shows customers' view as to whether the company provides explanation to the cost charged with regards to after sales services. From the total respondents of 78, 62 respondents representing 79.5% answered yes to the fact that the company provide explanation to the cost

charged for services rendered while 16 respondents representing 20.5% answered no to the fact that the company provide explanation to cost charged. This clearly means that the company provides explanation to cost charged for service rendered to customers.

Table 4.20 Customers Ratings of satisfaction on cleanness of vehicle after washed

Response	Frequency	Percentage
Very Satisfied	23	29.5%
Satisfied	42	53.8%
Neutral	2	2.6%
Dissatisfied	7	9%
Very Dissatisfied	4	5.1%
Total	78	100

(Source: Field Survey,2017)

Table 4.20 presents customers ratings of satisfaction on cleanliness of vehicle after washing.

From the table, 42 respondents representing 53.8% representing 53.8% responded that they are satisfied with the cleanliness of their vehicle after washing while 23 respondents representing 29.5% claimed they are very satisfied with the service and 7 respondents representing 9% indicated that they are dissatisfied with the service Additionally, 4 respondents representing 5.1% reported that they are very dissatisfied with the cleanliness of the vehicle washed. This implies that customers are generally satisfied with the cleanliness of vehicle after washed.

Table 4.21 Customers rating of satisfaction on the competency of maintenance technicians

Response	Frequency	Percentage
Very Satisfied	15	19.2%
Satisfied	49	62.8%%
Neutral	----	
Dissatisfied	8	10.3%
Very Dissatisfied	6	7.7%
Total	78	100

(Source: Field Survey, 2017)

Table 4.21 shows customers' satisfaction level on the rating of competency of maintenance technician. From the table, 49 respondents representing 62.8% reported that they are satisfied with the competency of maintenance technicians while 15 respondents representing 19.2% indicated they are very satisfied and 8 respondents representing 10.3% were dissatisfied with the competency of maintenance technician. On the other hand 6 respondents representing 7.7% were very dissatisfied with the competency of maintenance technician. This shows that respondents are satisfied with the competency of the maintenance technicians.

4.22 Customers satisfaction on the politeness of Service Technician of Toyota Ghana

Response	Frequency	Percentage
Very Satisfied	16	20.5%
Satisfied	39	50%
Neutral	8	10.3%
Dissatisfied	9	11.5%
Very Dissatisfied	7	9%
Total	78	100

(Source: Field Survey, 2017)

Table 4.23 shows customers' satisfaction level on the politeness of service technician at Toyota Ghana. According to the statistics on the table, 39 respondents representing 50% were satisfied with the politeness of service technician while 16 respondents representing 20.5% indicated they are satisfied with politeness of the of service technician and 9 respondents indicated they are dissatisfied with the politeness of the service technician. Again, 8 respondents representing 10.3%

remained neutral to the statement whereas 7 respondents representing 9% were very dissatisfied with politeness of the service technician.

Table 4.23 Staff Show of Concern for Customers' Complaints

Response	Frequency	Percentage
Yes	56	71.8%
No	22	28.2%
Total	78	100

Source: Researchers Field Work, 2017

Table 4.23 discusses customers view as to whether staff of the company show concern for customers' complains. From the total respondents of 78, 56 respondents representing 71.8% responded to the fact that staff of Toyota Ghana Ltd show concern for their complain whereas 22 respondents representing 28.2% responded no to the fact that staffs of Toyota Ghana Ltd do not show concern for their complains. This implies that staff of the company shows concern for customers' complaint which also bring about satisfaction to customers.

Table 4.24: Customers' Recommendation of the Company to Prospective Customers

Response	Frequency	Percentage
Yes	57	73.1%
No	21	26.9%
Total	78	100

Source: Researchers Field Work, 2017

Table 4.24 illustrates customers' view as to whether they would recommend the company to prospective customers. Out of the total respondents of 78, 57 respondents representing 73.1% responded yes to the fact that they would recommend the company to prospective customers

whereas 21 respondents representing 26.9% indicated no to the fact that they would never recommend the company to prospective friends.

Table 4.25 Customer Ratings of overall Satisfaction on Toyota Ghana Ltd After Sales Services

Response	Frequency	Percentage
Very Satisfied	15	19.2%
Satisfied	55	70.5%
Neutral	1	1.2%
Dissatisfied	4	5.1%
Very Dissatisfied	3	3.8%
Total	78	100

(Source: Field Survey,2017)

Table 4.25 shows customer ratings of overall satisfaction after sales services of Toyota Ghana Ltd. Out of the total respondents of 78, 55 respondents representing 70.5% confirmed that they are satisfied with the services of the company while 15 respondents representing 19.2% indicated that they are very satisfied with the service and 4 respondents representing 5.1% were dissatisfied with the services of the company. On the other hand, 3 respondents representing 3.8% were very dissatisfied with the services of the company. This indicates generally majority of respondents are satisfied with the services of the company therefore there is positive response toward satisfaction level of customers.

4.6.12 Customers views on the Determinant of Customer Satisfaction

Table 4.26: Customer Determinant of Customer Satisfaction

Determinants	N	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation
The company is able to provide maintenance service on short notice	78	23(33.3%)	29(37.2%)	7(8.9%)	16(20.5%)	3(3.8%)	3.28	1.380
The company performs the service right the first time	78	22(28.2%)	32(41.0%)	-----	8(10.2%)	11(14.1%)	3.05	1.461
Provision of error free services	78	25(32.1%)	30(38.5%)	4(5.1%)	13(16.7%)	6(7.7%)	3.34	1.413
The company is able to provide the right merchandise selection	78	21(13.0%)	33(32.6%)	5(6.4%)	14(17.9%)	5(6.4%)	2.89	1.286
The company provide a good value for money	78	17(21.8%)	37(47.4%)	9(11.5%)	12(15.4%)	3(3.8%)	3.48	1.204
Staff of the company are very helpful	78	23(29.5%)	38(48.7%)	6(7.9%)	11(14.1%)	-----	2.79	1.014
The product/services of the company has fair prices	78	19(24.3%)	42(53.8%)	5(6.4%)	9(11.5%)	3(3.8%)	3.21	1.218
The products/service of the company is of good quality	78	30(38.5%)	28(35.9%)	8(10.2%)	5(6.4%)	7(8.7%)	3.41	1.308
The company is prompt in solving customer complaints	78	16(20.5%)	41(52.6%)	9(11.5%)	9(11.5%)	7(8.7%)	3.15	1.331
The company's product/Service has excellent features	78	24(30.7%)	35(44.9%)	4(5.1%)	10(12.8%)	5(6.4%)	2.73	1.268
There is always an easy access to the company's product or services	78	26(33.3%)	28(35.8%)	6(7.6%)	11(14.1%)	7(8.9%)	3.19	1.402
The Company provides prompt delivery services	78	28(35.9%)	37(47.4%)	3(6.5%)	9(19.6%)	6(13.0%)	3.11	1.304
(Total)	78	274(29.2%)	410(43.73%)	66(7.04%)	127(13.55%)	60(6.4%)	3.13	1.299

(Source: Field Survey,2017)

$x\text{-bar} \geq 3.0 = \text{agreed}$

Customers of Toyota Ghana Ltd. were quizzed on some of the various services at Toyota Ghana Ltd that determines their satisfaction level. (Table 4.24) is a tabular form with a Likert scale

ranking format for the respondents to rank in order of agreement, Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD). From the table, the first determinant was the company provide a good value for money fetched a mean rate of 3.48 while The products/service of the company is of good quality was next on the rating with a mean of 3.41 and Provision of error free services followed with a mean rate of 3.34.

Moreover, the company is able to provide maintenance services on short notice also obtained a mean rate of 3.28 while the product/services of the company has fair prices gained a mean rate of 3.21 and there is always an easy access to the company's product or services attracted a mean rate of 3.19.

Furthermore, the company is prompt in solving customer complaints had a mean rate 3.15 while The Company provides prompt delivery services scored a mean rate of 3.11 and the company performs the service right the first time scored a mean rate of 3.05.

However, those determinants that below the $\bar{x} \geq 3.0$ =agreed mark were the company is able to provide the right merchandise selection scored a mean rate of 2.89 while staffs of the company are very helpful obtained a mean rate of 2.79 and the company's product/service has excellent features scored a mean rate of 2.73.

This analysis indicates that customer believe that those elements mostly determines the satisfaction of customers with regards to the services rendered by the company include the company providing a good value for money, products/service of the company being of good quality, provision of error free services company is able to provide maintenance services on short notice, product/services of the company has fair prices and there is always an easy access to the company's product or services. This is consistent with the work of two guru's, Gronroos and Edvardsson (Gronroos, 2001; Edvardsson, 2005; Edvardsson, *et al.*,2005), who postulate that perceived service quality is

an important determinant of customer satisfaction that have both cognitive and affective dimensions beyond just cognitive assessment of customers of the offering of service providers.

To further assess the features that draws customers to the company, a comparison of the determinant of customers' satisfaction were graded to ascertain using the total percentage determines satisfaction as responded by customers. This is illustrated in Figure 4.1

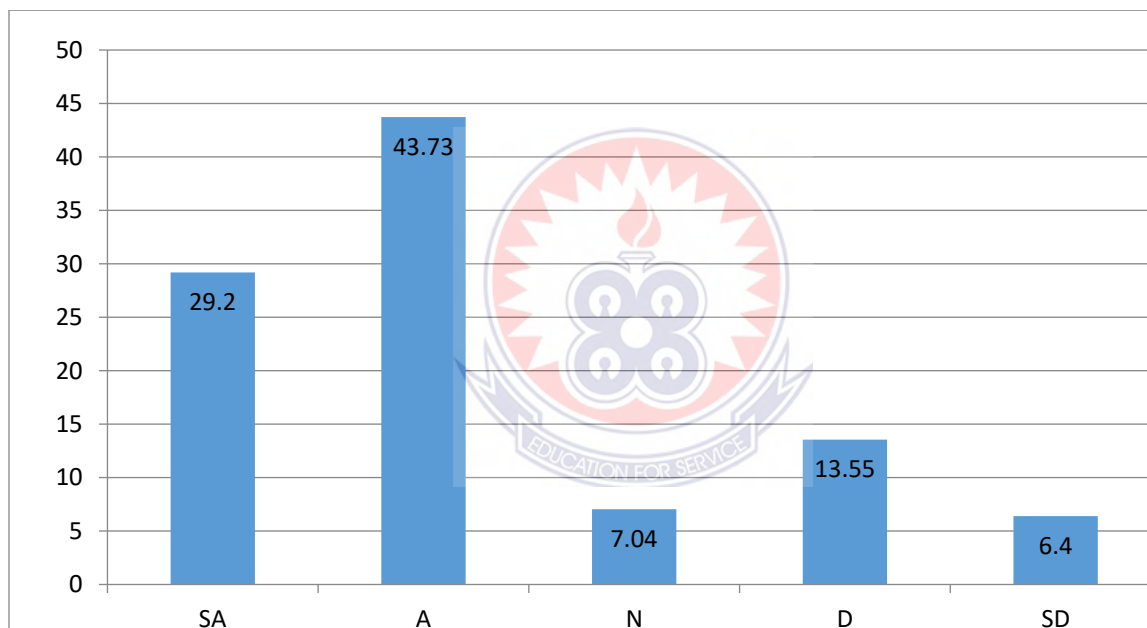


Figure 4.1: shows level of agreements and disagreement on determinant of customers' Satisfaction Company's product and services.

A cursory look at Figure 4.1 indicates that the agreement categories of customers' determinant of customers satisfaction were consistently higher than the disagreement categories. Hence, one is proven right to draw the valid conclusion that customers reported a positive determinant of customers' satisfaction in their ratings.

4.7 Responses on Customers' Perception of After Sales Services At Toyota Ghana Ltd.

Table 4.26 Customers Perception of After Sales Services at Toyota Ghana Ltd

After Sales Services	N	Excellent Freq.%	Very Good Freq.%	Good Freq.%	Fair Freq.%	Poor Freq.%	Mean (\bar{x})	Std. Deviation
Repairs and Maintenance Services	78	53(66.3%)	13(16.3%)	8(10%)	4(5%)	-----	4.47	.879
Sale and Supply of Spare Parts	78	14(17.5%)	41(51.3%)	16(20%)	3(3.8%)	4(5%)	3.74	.973
Online Telephone Services	78	-----	3(3.8%)	24(30%)	38(47.5%)	13(16.3%)	2.22	.767
Car Washing Services	78	10(12.5%)	54(67.5%)	7(8.8%)	5(6.3%)	2(2.5%)	3.83	.828
Vehicle Inspection Services	78	6(6.5%)	31(38.8%)	30(37.5%)	6(7.5%)	5(6.3%)	3.35	.965
Warranty	78	7(8.8%)	11(13.8%)	46(57.5%)	9(11.3%)	5(6.3%)	3.08	.937
Training Services	78	6(7.5%)	13(16.3%)	41(51.3%)	13(16.3%)	5(6.3%)	3.03	.953
Documentation	78	7(8.8%)	7(8.8%)	37(46.3%)	21(26.3%)	6(7.5%)	2.85	1.007
Total	78	103(16.5%)	173(27.7%)	209(33.5%)	99(15.9%)	40(6.4%)	3.32	.914

Source: Researchers Field Work, 2017

Here the study sought to establish the perception of customers on after sales services at Toyota Ghana Ltd. Table 2.25 is likert scale ranking format for the respondents to rank in order of satisfaction level, Excellent (5), Very Good (4), Good (3), Fair (2), and Poor (1). From table 4.25, the first after sales services as voted by respondents was repairs and maintenance services which attracted a mean rate of **4.47** while sales and Car Washing Service earned a mean rate of **3.83** and Sale and Supply of Spare Parts scored a mean rate **3.74**. Again, vehicle inspection services also recorded **3.35**.

Furthermore, warranty services scored a mean rate of **3.08** whereas training services attracted a mean rate of **3.03**.

However, these after sales services could not meet the $x\text{-bar} \geq 3.0$ =agreed mark were such as documentation attracted a mean rate **2.85** whereas online telephone services obtained a mean rate of **2.22** which was the last service rated by customers. This statistics implies that customers are

well satisfied with the repairs and maintenance services of the company, car washing services and sales and supply of spare parts whereas those services that fell under agreed mark of 3.0 were satisfactory to customers.

To further assess the general satisfaction level of customers of the after sales services at Toyota Ghana, a comparison of the total percentages of all the responses were established to know the actual satisfaction level of customers' perception of after sales services at Toyota Ltd in Figure 4.2.

An observation of the standard deviation values were all reasonably low indicating little

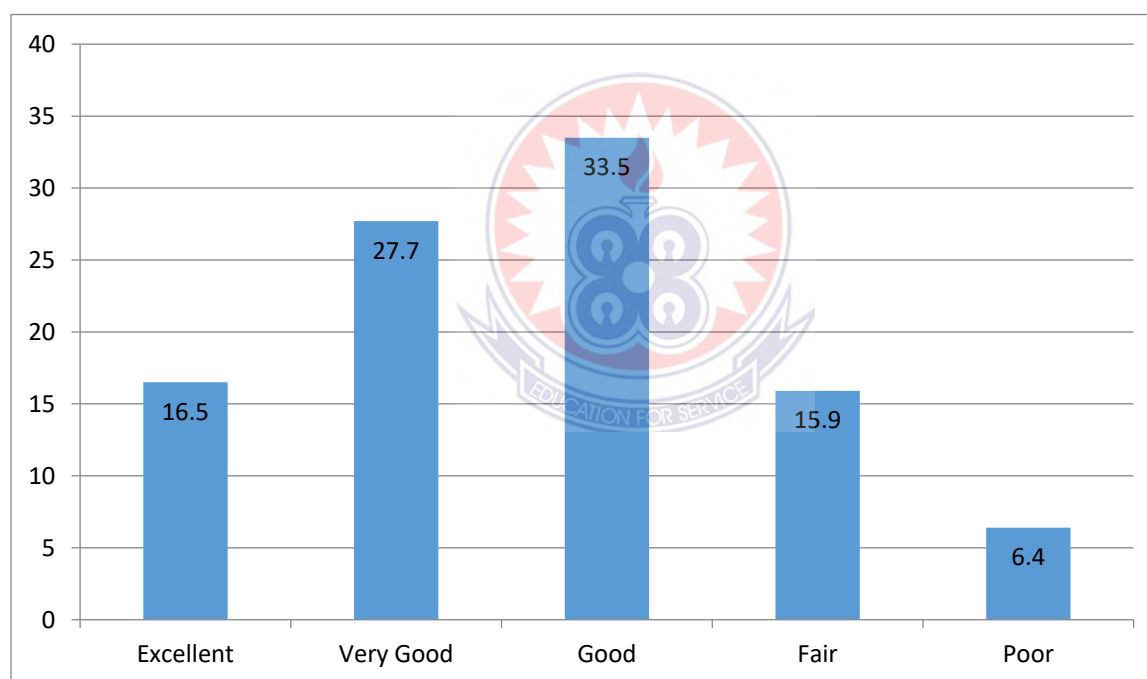


Figure 4.2 Satisfaction levels of after sales services at Toyota Ghana Ltd.

variances in the responses reported. The overall mean value of ($\bar{x} = 3.32$) indicates that customers were generally satisfied with the after sales services provided by Toyota Ghana Ltd. This actually paint the picture that customer generally rated their satisfaction level of after sales services in the company as good as shown in figure 4.1.

4.7 EFFECT OF AFTER SALES SERVICES ON CUSTOMER SATISFACTION

Table 4.28 Customers Response to the whether After Sales Services had any effect on their Satisfaction level

Response	Frequency	Percentage
Yes	65	83.3%
No	13	16.7%
Total	78	100

(Source: Field Survey, 2017)

Table 4.28 presents customers' view as to whether after sales services did had any effect on their satisfaction level. According to the table, 65 respondents representing 83.3% indicated that after sales services do have an effect on their satisfaction whereas 13 respondents representing 16.7% indicated that after sales services did not any effect on their satisfaction. This clearly indicates that majority of respondents testify that after sales services at Toyota Ghana Ltd had effect on their satisfaction level.

Table 4.29 Customer Recommendation of After Sales Services of the Company

Responses	Frequency	Percentage
Definitely Would	56	71.8%
Might Consider	14	17.9%
Will Never	8	10.3%
Total	78	100

(Source Field Survey, 2017)

The consequences of not satisfying a customer comes with various implications because if customers are satisfied they will complain to third party which in turn affect the continues patronage of the company's product and services as suggested by Hoyer and MacInnis (2001). Table 4.29 shows customers views as to whether they will recommend the company's services to another person. According to the statistics gathered from the table, out of the total respondents of 78, 56 respondents representing 71.8% indicated that they would definitely recommend the

company's services to another person while 14 respondents representing 17.9% confirmed that they might consider recommending the company's services to another person and 8 respondents representing 10.3% responded that they would never recommend the company's services to another person.

Table 4.30: Customers views as to whether they would return for Toyota Ghana Ltd Services

Responses	Frequency	Percentage
Definitely Would	66	84.6%
Might Consider	9	11.5%
Will Never	3	3.8%
Total	78	100

(Source Field Survey, 2017)

Table 4.30 Customers views as to whether they would return to the service of Toyota Ghana Ltd.

According to the statistics on the table, 66 respondents representing 84.6% confirmed they would definitely return to the service center while 9 respondents representing 11.5% indicated that they might consider returning to the service center and 3 respondents representing 3.8% responded that they will never return to the service. This indicates that customers are satisfied with the after sales services rendered to them by the company and could even go ahead and recommend a third party.

4.4.2 Relationship between level of satisfaction and after sales services

The relationship between' customer's satisfaction on after sales services and satisfaction level of customers were correlated using the Spearman rho correlation coefficient. The Spearman's rho correlation coefficient was used because it was the most appropriate for the variables under

Table 4.27 Correlation Matrix for Determinant of Satisfaction as against After Sales Services.

			Determinant of Satisfaction	After Sales Services
Spearman's rho	Overall	Correlation Coefficient	1.000	.666**
	Determinant of customer satisfaction	Sig. (2-tailed)	.	.000
		N	78	74
	Overall After Sales Services	Correlation Coefficient	.666**	1.000
		Sig. (2-tailed)	.000	.
		N	78	76

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author's field Survey, 2017

To examine the relationship between customer satisfaction and after sales services, a correlation matrix was plotted for the overall determinant of customers' satisfaction variables against the overall after sales services variables. Table 4.27 presents the correlation matrix for the level of satisfaction variables against after sales services in the company. The table made use of the Spearman's rho correlation coefficients of variables under study and their associated significance levels. The correlation coefficient from the table ($r=0.666$, $p.>0.000$) indicate that there exists a positive but strong correlation between the determinant of customer satisfaction and after sales services. This implies that, there is a relationship between the customer's satisfaction and after sales services which indicate a strong relationship.

Table 4.31 One-way Anova of customers' satisfaction of after sales service and Years of Service Experience

Variables	Customer Service Experience (in years)						Total mean
	1 – 5 (N)		6 – 10 (N)		Above 10 (N)		
Repairs and Maintenance Services	3.25	10	3.39	19	3.67	53	3.28
Sale and supply of Spare parts	3.15	9	3.43	19	3.89	53	3.11
Online Telephone Services	2.95	9	3.00	19	3.48	53	3.16
Car Washing Services	3.16	9	3.45	19	3.67	53	3.08
Vehicle Inspection Services	3.14	9	3.39	19	3.65	53	3.93
Warranty	2.76	8	3.26	19	3.46	53	3.10
Training Services	3.03	9	3.18	18	3.29	54	3.14
Documentation	2.84	8	3.21	19	3.47	53	2.93
Overall Means	3.02	81	3.28	151	3.57	425	3.26

(Source: Field Survey,2017)

A detailed look at Table 4.31 reveals that the service experiences of customers affect their satisfaction level. The overall mean values for the different groups of the service experience of customers show an increase in satisfaction when the years of service experience of customers increase. The table shows that teachers with 1 – 5 years of experience had a mean of 3.02, whilst those of 6 – 10years experience had 3.28 and customers with experience of more than 10years had a mean score of 3.57. This implies that the more the number of years of service experience increases the more increase in satisfaction level of customers.

4.7 Results of Interview Conducted on staff on Toyota Ghana Ltd.

Out of the fifteen (15) staff of the Toyota Ghana Ltd that were captured for the study, 10 respondents were made up of (Regional manager, service manager, relationship manager and 4 technical and maintenance officers were interviewed on the whether after sales services of the company has any impact on customer satisfaction.

4.7.1 Which after sales service do customers normally patronized?

Four (4) technicians answered that the after sales service which in customers normally patronized are repairs and maintenance, sales and supply of spare parts, training services and car washing services.

4.7.1 What are the challenges normally encountered in the provision of after sales services.

On the challenges of normally encountered in the provision of after sales services, the service manger answered that the main challenges facing most automobile companies are poor implementation of after sale service, customers lack understanding the contents of the company warranty, lack of customer handling and technical training, lack of having huge after sale service workshop, shortage of parking area, few customers cheat the company by giving false information about the problem of the vehicle, some customers feel nervous when they got problem in their vehicle and they need immediate solution for serious vehicle problems, and shortage of spare part as well as fluctuating prices of spare parts cost on the market in which customers always complain.

4.7.2 Are you sure your customers are satisfied with your services

On whether customers are satisfied with the services provided by the company, the regional manager concluded that he believes that customers are always satisfied with the services provided them since they receive minimal complaints from customers about the services and also their customers base keeps on increasing day by day as a results of their good services.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter of the study presents the summary of finding, conclusion as well as recommendation for the study.

5.2 Summary of Findings for the Study

Basically, the study focused on the assessment of customer satisfaction in the automobile industry. The most important element in any business organization is to be able to provide its customers with the best form of customer services through proper business models. This can help win customers' trust and maintain them over the years. Almost always, the best solution to adopt is to enhance and build customer royalty through after sales services which will help develop the Automobile industry into the unforeseeable future. According to the data gathered from discussion and analysis done by staff and customers, the major findings of the study were as follows;

- ❖ The study established that what normally determines the satisfaction of customers with regards to the services rendered by the company include the company providing a good value for money, products/service of the company being of good quality, provision of error free services company is able to provide maintenance services on short notice, product/services of the company has fair prices and there is always an easy access to the company's product or services.

- ❖ The study established that Toyota Ghana Ltd. is able to enhance customers satisfaction through provision of errors free services and customers given prompt delivery services in times of emergency situations
- ❖ Again, the study also found out the after sales services like repairs and maintenance service, sale and supply of spare parts, car washing services, training services, training services are the most important variable that brought a lot of satisfaction to customers. Customers believe these variables are the things which customers continue to patronize.
- ❖ Secondly, the study established that customer satisfaction comes about not just because customers just want to get satisfied but through proper services rendered the company. Some of elements suggested by customer as to what satisfy them are; providing a good value for money, products/service of the company being of good quality, provision of error free services, the company being able to provide maintenance services on short notice, product/services of the company has fair prices and there is always an easy access to the company's product or services etc. were those determinants that were of high value to their satisfaction level.
- ❖ In the matric analysis after sale service components like maintenance service, warranty service, telephone services, car washing service and spare part supply service are found significantly related to overall satisfaction level of after sale service customers and they have no equal contribution to overall satisfaction levels. However, driving orientation and documentation services are not significantly related to overall satisfaction of customers.
- ❖ In the correlation matrix for the study established that there is a relationship between the customer's satisfaction and after sales services because as the more good services the company provide, the more customers they attract and retain.

- ❖ In addition, from the one way anova there is a significant difference on the pattern of response in all after services like ale and supply of spare, repair and maintenance service, training service and car washing. Moreover, there is a significant difference on the pattern of response on telephone service to solve the problem and for the overall telephone service. While, there is no significant difference on time feedback through telephone service in satisfying customers between those companies.
- ❖ It was also found out the there is a significant effect of after sales services on customers satisfaction, thus if the after services provided by company is satisfactory to customers, they will in turn inform third party of the services which will attract more customers and retain existing one. When this happens the company is likely to generate more profit as a result of better services attracting more customers for company through an increase in satisfaction level of customers.
- ❖ additionally, the study established that the main challenges facing most automobile companies are poor implementation of after sale service, customers lack understanding the contents of the company warranty, lack of customer handling and technical training, lack of having huge after sale service workshop, shortage of parking area, few customers cheat the company by giving false information about the problem of the vehicle, some customers feel nervous when they got problem in their vehicle and they need immediate solution for serious vehicle problems, and shortage of spare part as well as fluctuating prices of spare parts cost on the market in which customers always complain
- ❖ Lastly, the study established that as the number of years of service experience increases for the customer, the more increase in satisfaction level of the customers.

5.3 Conclusions

Following the discussion and analysis of findings, it can be confidently concluded that;

- ❖ Secondly, it can also be concluded that customers are quite satisfied with the products and services of Toyota Ghana Ltd since those elements that determines their satisfaction level of every customers were being offered by the companies since better services result in customer satisfaction which in turn bring about customer loyalty.
- ❖ It can also be concluded that after sales services enhances the interaction between the company and its customers, there is still a lot to be done in other to improve the satisfaction level of customers by putting in place strategies that would enhance customer satisfaction. Some customer believe that the company prices for it product and services are on the high side therefore something needs to be done about it.
- ❖ In summary, it can be concluded that the after sales services are more likely to have a positive effect on customer satisfaction in the automobile industry since customer satisfaction is expressed more accurately across the stages of relationship initiation through better maintenance services, documentation services, warranty services, training services, car wash services. Because managing an effective customer relationship is key to managing customer satisfaction and customer loyalty.

5.4 Recommendation

For an improve customer satisfaction to establish and developed, an effective customer relationship building, the following suggestions are offered;

- ❖ Prompt delivery services, promise fulfilment and pre- finance, proper handling of customers' complaints should be considered seriously in order to enhance maintenance

- ❖ Automobile companies should focus on increasing the satisfaction and loyalty of customers by responding to attractive requirements more. In addition, the reduction or change of reverse requirements could reduce or avoid the dissatisfaction of customers, which will increase the level of satisfaction of customers.
- ❖ Automobile companies should solve the dissatisfaction of customers in quality, time and price by assessing customer's satisfaction frequently.



REFERENCES

- Agyedu, G. O., Donkor, F. & Obeng. S. (2013). *Teach yourself research methods*. Kumasi. Ash-Wilas Press
- Ako.N, & Afi.E. (June, 2011). Effect Of Customer Service On Customer Satisfaction. *Common Wealth Executive Masters Of Business Administration* , 1-85.
- Akonai, & Afi.E. (2011). Effect Of Customer Service On Customer Satisfaction. *A Case Study Of Fidelity Bank, Adum, Kumasi* , 1-85. Metro Press
- Anderson, E.W. and Sullivan, M. (1993), “The antecedences and consequences of customer satisfaction for firms”, *Marketing Science*, Vol. 12 No. 2, pp. 125-43.
- Anderson, E.W., Fornell, C., Lehmann, D.R., (1994) Customer satisfaction, market share and profitability: finding from Sweden” *Journal of Marketing*, Vol.58 No. July, pp.53-66
- Anon (2008), *marketing of services*, Learning Resources, Cheltenham, England
- Arthur, C. (2012). *A functional approach to educational research methods and statistics*. Kumasi: Multimedia Printing Press.
- Ary, D., Jacobs, L., and Razavieh, A. (2002), *Introduction to Research in Education*, 6TH Ed., Belmont, CA: Wadsworth/Thomson Learning.
- Aspara, J. and Tikkanen, H. (2011), “Corporate marketing in the stock market: The impact of company identification on individuals’ investment behaviour”, *European Journal of Marketing*.
- Asubonteng, P., McCleary, K.J. and Swan, J.E. (1996). “SERVQUAL revisited: a critical review of service quality”, *Journal of Services Marketing*, Vol. 10 No. 6, pp. 62-81.
- Aydin, S. & Özer, G. (2005). The analysis of antecedents of customer loyalty in the Turkish mobile telecommunication Market. *European Journal of Marketing*. 39 (7/8) p. 910-925.
- Balmer, J.M.T. (2009), “Corporate marketing: apocalypse, advent and epiphany”, *Management Decision*, Vol. 47 No. 4, pp. 544-572.
- Berman, B. (2006) Developing an Effective Customer Loyalty Program. *California Management Review*, Vol49(1), p.123-148
- Bitner, M.J. and Hubbert, A.R. (1994), “Encounter satisfaction versus overall satisfaction versus quality”, in Rust, R.T. and Oliver, R.L. (Eds), *Service Quality: New Directions in Theory and Practice*, Sage, London.
- Bolton.Rn, & Drew.Jh. (1991). A Multistage Model Of Customers' Assessments Of Service Quality And Value. *J Consum Res* ,75-84.

- Brown, T.J., Mowen, J.C., Donovan, D.T. and Licata, J.W. (2002), “The customer orientation of service workers: personality trait influences on self and supervisor performance ratings”, *Journal of Marketing Research*, Vol. 39 No. 1, pp. 110-19.
- Brown, T.J., Dacin, P.A., Pratt, M.G., and Whetten, D.A. (2006), “Identity, intended image, construed image, and reputation: An interdisciplinary framework and suggested terminology”, *Journal of the Academy of Marketing Science*, Vol. 34 No. 2, pp. 99106.
- Bruhn, M., and George, D., (2006), *Services Marketing: Managing the Service Value:Chain*. 1st Edition, Pearson Education Limited, Harlow, England
- Burnham, T. A., Frels, J.K. and Mahajan V., (2003) Consumer switching costs: A typology, antecedents and consequences. *Journal of the Academy of Marketing Science* Vol34(2), p.109-126
- Burns, N. & Grove, S. K. (1997). *The practice of Nursing Research*. New York. Blackwell Publishing Limited
- Caruana, A. (2002), “Service loyalty: the effects of service quality and the mediating role of customer satisfaction”, *European Journal of Marketing*, Vol. 36 Nos 7/8, pp. 811-28.
- Churchill, G.A. and Surprenant, C.F. (1982), “An investigation into the determinants of customer satisfaction”, *Journal of Marketing Research*, Vol. 19, November, pp. 491504.
- Creswell, J. W. (2007). *Educational research* (3rded.). Thousand Oaks, CA: Sage
- Cronin, J.J.Jr. and Taylor, S.A. (1992) Measuring service quality: A reexamination and extension. *Journal of Marketing*, Vol56, p.55-68
- Cronin, J.J.Jr. and Taylor, S.A. (1994) SERVPERF versus SERVQUAL: Reconciling performance-based and perceptions-minus-expectations measurement of service quality. *Journal of Marketing*, Vol58, p.125-131
- Coulson, P. D.-H. (2013). Customer Satisfaction Modelling For Mobile Data Services. *Master’s Thesis Management Of Technology* , 186.
- Denzin, N. K. & Lincoln, Y. S. (2000). Introduction: The discipline and practice of qualitative research. In: *Handbook of qualitative research* (edited by Denzin, N. K. & Lincoln, Y. S.). California: Sage Publications, Inc.
- Dehgan, A.,(2006) “Relationship Between Service Quality and Customer Satisfaction in the case of CCG CO”, Master Thesis, Department of Business Administration and Social Sciences, Lulea University of Technology,
- De Vos, A.S. 1998. *Research at grass root*. Academic: J.L. van Schaik.

- Dinye & Nyaba (2001). Trade Policy and Domestic Manufacturing in Ghana, SAPERI Research Report Draft.
- Drucker, P. F., (1999), the Practice of Management, Butterworth – Heinemann
- Edvardsson, et al. (2005) 'Services portrait in service research: a critical review' *International Journal of Service Industry Management* 16(1), pp 107-121, available at www.emeraldinsight.com/researchregister
- Egan, J., (2004), Relationship Marketing: Exploring Relationship Strategies in Marketing, 2nd Edition, Pearson Education Limited, Harlow England
- Ennew, T. C., and Waite, N., (2007), Financial Service Marketing: An International Guide to Principles and Practice, 1st Edition, Butterworth – Heinemann, Oxford – UK.
- Erevelles, S. (1998) "The role of affect in marketing". *Journal of Business Research*, 42, July, pp. 199-215.
- Etzel, M. A., Walker, H., Stanton, D., (2004). The Managerial Perspective On Directions For Retail Customer Dissatisfaction. *Journal Of Retailing*, 124-36.
- Fornell, C., Johnson, M.D., Anderson, E.W., Cha, J. and Bryant, B.E. (1996), "The American customer satisfaction index: nature, purpose and findings", *Journal of Marketing*,
- Ga, C., & C, S. (1982). An Investigation into the Determinants of Customer Satisfaction. *Mark Res*, 491-504.
- Ganesh, J., Arnold, M. and Reynolds, K. (2000), "Understanding the customer base of service providers: an examination of the difference between switchers and stayers", *Journal of Marketing*, Vol. 64 No. 3, pp. 65-87.
- Ghauri, P. and Gronhaug, K. (2002). *Research Methods in Business Studies* Harlow: Pearson Education.
- Gifford, E., (2002), Principles, Strategy, Solutions, Applications, Systems, Software, and Ideas for Effective Customer Relationship Management. WWW.businessballs.com/crm/customer-relationship-management.htm p1-9 (accessed, 2012/ 1 /13)
- Grönroos, C. (1984) A Service Quality Model and its Marketing Implications. *European Journal of Marketing*, Vol18(4), p.36-44
- Grönroos, C. (1994) From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing. *Management Decision*, Vol32(2), p.4-20
- Grönroos, C. (2001) The perceived service quality concept: A mistake? *Managing Service Quality*. Vol11(3), p.150-152

- Gummesson (1994) 'Making Relationship Marketing Operational' *International Journal of Service Industry Management*, Vol. 5 pp.5-20
- Gyasi S. N. & Azumah, K.A. (2009) An Assessment And Analysis of Customer Satisfaction with Service Delivery of Mobile Telecommunication Networks within Ghana, *Masters Thesis*, LTU, Sweden.
- Herrmann, A., Xia, L., Monroe, K.B. and Huber, F. (2007), "The influence of price fairness on customer satisfaction: an empirical test in the context of automobile purchases", *Journal of Product & Brand Management*, Vol. 16 No. 1, pp. 49–58.
- Hayes, B. E. (2008). The True Test of Loyalty. *Quality Progress*. 41(6) p.20-26.
- Hennig-Thurau, T. (2004), "Customer orientation of service employees: Its impact on customer satisfaction, commitment, and retention", *International Journal of Service Industry Management*, Vol. 15 No. 5, pp. 460-478.
- Heskett, J.L., Sasser, W.E. and Schlesinger, L.A. (1997), *The service profit chain*, Free Press, New York.
- Hess, R. L. Jr (2008) The impact of firm reputation and failure severity on customers' responses to service Failures. *Journal of Services Marketing* Vol22(5), p.385–398
- Hoffman, K. D., and Bateson, E. G. J., (2001) *Essentials of Services Marketing; Concepts, Strategies, & Cases*, 2nd Edition. South- Western / Thomson Learning.
- Hinson, R., (2006), *Marketing of Services: A Managerial Perspective* 1st Edition, Sedco Publishing Ltd, Accra.
- Holloway, J. C., (2004) *Marketing for Tourism* 4th Edition Pearson Education Limited England
- Indian Institute of Material (2000), A Customer's Perception of Relationship between Buyer and Seller. Knowledge – bank (accessed, 2011/11/ 10)
- Hutt and Speh (1998) *Business Marketing Management: A strategic view of Organisational and Industry Market*. pp 92
- Jhansahi, A.A., Gashti, M.A.H. and Mirdamadi, S.A., Nawaser, K. and Khaksar, S.M.S. (2011) Study the Effects of Customer Service and Product Quality on Customer Satisfaction and Loyalty. *International Journal of Humanities and Social Science*. 1(7). [Special Issue –June 2011]:253-260, 2011.
- Jobber, D. (2001), *Principles and Practice of Marketing*, 3rd Edition.
- Jobber, D., and Lancaster, G., (2006), *Sales Management* 7th Edition Pearson Education Limited
- Johnson, G., Scholes, K., and Whittington, R. (2010), *Exploring Corporate Strategy: Text & Case*, 8th Edition Financial Times / Prentice Hall

- Jones, M. A. and Suh, J. (2000) Transaction specific satisfaction and overall satisfaction: An empirical analysis. *Journal of Services Marketing* Vol14(2), p.147-159.
- Jones, E., Busch, P. and Dacin, P. (2003), “Firm market orientation and salesperson customer orientation: interpersonal and intrapersonal influences on customer service and retention in business-to-business buyer–seller relationships”, *Journal of Business Research*, Vol. 56, pp. 323– 340.
- Kagayema, Y,”(2006) Toyota Set to Overtake GM in 2007”, USA Today,2006-12-22 Retrieved on 2007-02-18
- Keiningham, T.L., Cooil, B., Aksoy, L., Andreassen, T.W., and Weiner, J. (2007) The value of different customer satisfaction and loyalty metrics in predicting customer retention, recommendation, and share-of-wallet. *Managing Service Quality*, Vol17(4),p.361-384
- Khalifa M. & V. Liu. (2002) Satisfaction with Internet-Based Services: The role of role of Expectations and Desires. *Journal of Electronic Commerce*, 7(2), pp 31-35
- 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) p 34-44.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd Rev. ed.). New Age International (P) Ltd. Publishers
- Kotler, P.,Amstrong, G.,Saunders, T.,(2002) Understanding the relationship among brands, customers and resellers” *Journal of the Academy of Marketing Science*, Vol.28 No.1,pp 17-22
- Kotler, P., and Keller, K. L., (2009), *Marketing Management*, 3rd Edition, Pearson Education International, Upper Saddle River, New Jersey
- Kotler, P. and Armstrong, G.(2010), *Principles of Marketing* 13th Edition , Pearson Education, Inco, Upper Saddle River New Jersey
- Keller, L. , K., (2008), *Strategic Brand Management, Building, Measuring Brand Equity* , 3rd edition, Pearson International Ed
- Kerin, A. R., Hartley, W.S., and Rudelius, W, (2004) *Marketing the Core*,
- Kotler, P., Bowen, T. J., and Makens, C. J.(2006), *Marketing for Hospitality and Tourism*, 4th Edition Pearson Education, Inc., Upper Saddle River , New Jersey
- Koul, K. K. Y. (2002). *Case Study Research: DeSign and Methods*, 2nd edn, Vol. 5. Sage Publications, Thousand Oaks, CA.

- Kurtz, L.D. and Dodge, H. R., (1991), *Professional Selling* 6th Edition, Irwin Homewood, Boston.
- Kwakye, J. K. (2011). Mitigating the costs of “Washington Consensus” Policies, Titbis for Ghana and other African countries, IEA, 31.
- Krishna Naik, C.N., Gantasala, S.B. and Prabhakar, G.V.,(2010) “Service Quality (Servqual) and its Effect on Customer Satisfaction in Retailing”,*European Journal of Social Sciences*, Vol. 16, No. 2, pp.231-242, 2010.
- Leisen, A. C. (2001). Cross-National Assessment of Service Quality In Telecommunication. *Journal Of Marketing* , 307-318.
- Loov, B., & Ziethmal. (2003). Services Management in the Automobile industry. *Journal of Automobile Servicing Marketing review*. Vol.12 23-28
- LoBiondo-Wood and Haber (1998) *Nursing Research Methods, critical appraisal and Utilisation* (4th Ed.).St. Louis, Mo: Mosby.
- Lovelock C. & Wirtz J. (2007) “Services Marketing: People, Technology, Strategy, 6th Ed.Pearson Prentice Hall, New Jersey
- MacKay, K.J., and Crompton, J.L. (1990), “Measuring the quality of recreation services”, *Journal of Park and Recreation Administration*, Vol. 8 No. 3, pp. 47-56.
- Mandhachitara, R. and Poolthong, Y. (2011), “A model of customer loyalty and corporate social responsibility”, *Journal of Services Marketing*, Vol. 25 No. 2, pp. 122–133.
- Mano, H. and Oliver, R.L. (1993) “Assessing the dimensionality and structure of the consumption experience: evaluation, feeling, and satisfaction”, *Journal of Consumer Research*, 20, December, pp. 451-66.
- McGivern, Y., (2006), *the Practice of Market and Social Research*, 2nd Edition, Prentice Hall, London UK.
- Minkiewicz, J.,Evans, J., Bridson, K. and Mavondo, F. (2011), “Corporate image in the leisure services sector”, *Journal of Services Marketing*, Vol. 25 No. , pp. 190–201.
- Morse, S. (1994), *Management Skills in Marketing*, McGraw – Hill Book.co (UK) Ltd
- Naoum, S. G., (1998). *Dissertation research and writing for construction students*
- Nimako, S.G., Azumah, F.K., and Donkor, F. (2010), “Overall Customer Satisfaction in Ghana’s Mobile Telecommunication Networks: Implications for Management and Policy”, *ATDF Journal* Vol. 7 No. 3/4, pp. 35-49.

- Oliver, R.L. (1980) A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, Vol17, p.460-9
- Oliver, R.L. (1993) Cognitive, affective, and attribute of the Satisfaction response. *Journal of Consumer Research*, Vol20, p.418-430
- Oliver, R. L. (1997). *Satisfaction: A Behavioral Perspective on the Consumer*. New York: McGraw Hill.
- Owusu-Frimpong, N. (1999). Patronage behaviour of Ghanaian bank customers. *International Journal of Bank Marketing*. 17 (7) p. 335-342.
- Polit, D. F & Hungler B.P (1995). *Nursing Research Principles and methods* (5thed), Philadelphia.
- 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*, Vol64(1), p.12-40
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1996) The Behavioral Consequences of Service Quality. *Journal of Marketing*, Vol60, p.31-46
- Ravald, A. and Grönroos, C. (1996) The value concept and relationship marketing. *European Journal of Marketing*, Vol30(2), p.19-30
- Reichheld, F.F. and Sasser, W.E. (1990) Zero defection: Quality comes in services too. *Harvard Business Review*, p.105-115
- Reichheld, F. F. (1993) Loyalty-based Management. *Havard Business Review*, 71, pp. 64-73.
- Reichheld, F.F. (1996) Loyalty and the Renaissance of Marketing. *Marketing Management*, Vol2(4), p.10-20
- Rust, R.T. and Zahorik, A.J. (1993), “Customer satisfaction, customer retention, and market Ryals & Knox 2001 Cross-functional Issues in the Implementations of Relationship Marketing Through CRM. *European Management Journal*, Vol (19)5 p.534-542
- Rust, R.T. and Oliver, R.L. (1994). “Service quality: insights and managerial implications from the frontier”, in Rust, R. and Oliver, R. (Eds), *Service Quality: New Directions in Theory and Practice*, Sage Publications, Thousand Oaks, CA, pp. 1-20.
- Rust, R., Katherine L. and Zeithaml, V.L. (2004), “Return on marketing: Using customer equity to focus marketing strategy”, *Journal of Marketing*, Vol. 68, January, pp.109–124.
- Saunders, M., Lewis, P., and Thornhill, A., (2007), *Research Methods for Business Students*, 4th Edition. Prentice Hall. London, UK.
- Stokes, D. and Wilson N. (2006), *Small Business Management and Entrepreneurship* 5th Edition, Thomson

- Singh, J. (1991) "Understanding the structure of consumers' satisfaction evaluations of service delivery", *Journal of Academy of Marketing Science*, 19, Summer, pp.223-44.
- Smith, A.K., Bolton, R.N. and Wagner, J. (2003), "A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery", *Journal of Marketing Research*, Vol. 36 No. 3, pp. 356-372.
- SPSS White Paper (1996) Using Satisfaction Survey to Achieve Competitive advantage. SPSS Inc. U.S.A, 6/96
- Sureshchander, G.S., Rajendran, C. and Anantharaman, R.N. (2002). The relationship between service quality and customer satisfaction-a factor specific approach, *Journal of Services Marketing*, 16(4), 363-379.
- Swan, J. E. and Combs, L. J. (1996), "Product Performance and Consumer Satisfaction: A New Concept", *Journal of Marketing*, Vol. 40 (April), pp. 25 – 33.
- Tseng, Yi Ming (2007). The Impacts of Relationship Marketing Tactics on Relationship Quality in Service Industry. *The Business Review: Cambridge*. 7 (2) p.310-314.
- Taylor, J., and Smith, P. R., (2002) *Marketing Communication*, 3rd Edition
- .Vijaykanth Urs, M.C., Harirao, A.N. and Kumar, A.N.S.(2014) Service Quality Gap Analysis between Personal and Fleet Users in Four Wheeler Car Service Centre Across Karnataka Automotive Industries. *International Journal of Emerging Research in Management & Technology*. ISSN: 2278- 9359.4-12, 2014.
- Vavra, T.G.,(1997) *Improving Your Measurement of Customer Satisfaction: A Guide to Creating, Conducting, Analyzing, and Reporting Customer Satisfaction Measurement Programs*, ASQ Quality Press.
- Voss, G.B., Parasuraman, A. and Grewal, D. (1998), "The role of price, performance and expectations in determining satisfaction in service exchanges", *Journal of Marketing*, Vol. 62, October, pp. 46-61.
- Wang Y. & Hing-Po Lo (2002). Service quality, customer satisfaction and behaviour intentions: Evidence from China's telecom Industry. *Info* (4) 6 pp. 50-60.MCB UP Ltd
- Westbrook.R.A. (1980). Intrapersonal Affective Influence On Consumer Satisfaction With Products. *Consumers* , 49-54.
- Weber, J.A. (2000) 'Partnering with Distributors to Stimulate Sales: A Case Study; *Journal of Marketing* vol. 56, pp1-17
- WTO., (1985) Identification and Evaluation of those Components of Tourism Services which have a Bearing on Tourist Satisfaction and which can be Regulated, and State Measures to Ensure Adequate Quality of Tourism Services, World Tourism Organization, Madrid

Yi, Y. (1989). A Critical Review Of Consumer Satisfaction. *Review Of Marketing* , 68-123.

Zeithaml, V.A., Berry, L.L. and Parasuraman, A. (1996), “The behavioural consequences of service quality”, *Journal of Marketing*, Vol. 60 No. 2, pp. 31-46.



APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA

QUESTIONNAIRES FOR THE STAFF AND CUSTOMERS OF TOYOTA GHANA COMPANY

LTD.

QUESTIONNAIRE FOR STAFF

This questionnaire is part of a study on the topic “Assessing Customer Satisfaction in the Automobile Industries: “A Case Study at Toyota Ghana Company Ltd-Kumasi Branch”. Information gathered from you will be treated as confidential and for academic purpose only. Thank you. Please tick [] in the spaces provided against the option that best indicates your answer to the questions.

SECTION A: Demographic Information

1. Sex:

- a) Male []
b) Female []

2. Age (in years)

- a) Below 25 []
b) 26 – 30 []
c) 31 – 39 []
d) 40 – 49 []
e) Over 50 []

3. Educational level:

- b) Diploma/HND []
c) Degree []
d) Post-Graduate (MBA) []

4. Please indicate your position in the company

- (a) Junior Staff (b) Middle level staff (c) Top Management



1. Working Experience?

- a) Less than a year []
- b) 2 – 5years []
- c) 6 – 9 years []
- d) 10 years and more []

SECTION B: LEVEL OF CUSTOMER SATISFACTION AT TOYOTA GHANA COMPANY LTD.

2. Are you allowed to use your own initiative in attending to customer needs?

- (a) Yes [] (b) No []

3. How often do you receive customer complaints?

- (a) Very Often [] (b) Often [] (c) Sometimes [] (d) Not at all []

4. Are you able to resolve customers' complaints?

- (a) Yes (b) No

5. Do you normally interact with customers to find their needs?

- (a) Yes (b) No

6. Do you think your customers are satisfied with your services?

- Yes [] No []

7. How will you rate the customer service turnaround time of the Toyota Ghana?

- Very good [] Good [] Poor [] Very Poor []

8. Do you think Customer Relationship Management practices have any impact on customer satisfaction?

- (a) Yes (b) No

9. How often do you use CRM to enhance customer relationship with customers?

Very Often (b) Often (c) Sometimes (d) Not at all

10. How often do you interact with customers to find out their future needs?

(a) Very Often (b) Often (c) Sometimes (d) Not at all

12 How often does the company disseminate information about customers among department?

Very Often (b) Often (c) Sometimes (d) Not at

11. Do you think CRM practices have had any impact on customer satisfaction?

(a) Yes (b) No



QUESTIONNAIRE FOR CUSTOMERS

This questionnaire is part of a study on the topic “Assessing Customer Satisfaction in the Automobile Industries: “A Case Study at Toyota Ghana Company Ltd-Kumasi Branch”. Information gathered from you will be treated as confidential and for academic purpose only. Thank you. Please tick [] in the spaces provided against the option that best suits your answer to the questions.

1. Please indicate your gender

(a) Female [] (b) Male []

2. Please indicate your educational status?

(a) Post Graduate []

(b) Graduate []

(c) Secondary []

(d) Other, please specify.....



3. Which category of customer do you fall in?

(a) Individual (b) Corporate (c) Other, specify.....

4. How long have you been a customer to this company?

(a) Below 3 years [] (b) 4-6 [] (c) 7-9 [] (d) More than 10 years []

5. How do you perceive the communication between mechanic of the company and customers

before any action is taken? (a) Excellent (b) Very Good (c) Good (d)Fair (e) Poor

6. Do the company provide explanation of cost charged, delivery time and follow up contact of

the company (a) Yes (b) No

7. Do you think that the products and services offered by the company are tailored to your needs? (a) Yes (b) No

8. Do they explain carefully the work to be done before any action is taken?

(a) Yes [] (b) No []

9. Do you think the services/product(s) offered by the company meets your expectations?

(a) Yes [] (b) No []

10. How quick does the company respond to your needs?

(a) Very Quick [] (b) Quickly [] (c) Slowly (d) Very slow

How will you rate the garage services of Toyota Ghana Limited?

(a) Excellent (b) Very Good (c) Good (d) Fair (e) Poor

11. Are you satisfied with the tools, equipment and human resource capacity of the company?

(a) Yes [] (b) No []

12. How will you rate the equipment and facilities of the company?

(a) Excellent (b) Very Good (c) Good (d) Satisfactory (e) Poor

13. How will you rate the quality of service of the company?

(a) Excellent (b) Very Good (c) Good (d) Satisfactory (e) Poor

14. Do you have any intention of shifting to another company?

(a) Yes [] (b) No []

15. Will you recommend the company to a prospective customer?

(a) Yes [] (b) No []

**SECTION C: TO DETERMINE THE LEVEL OF CUSTOMER SATISFACTION AT
TOYOTA GHANA COMPANY LTD.**

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
This company is able to provide maintenance services on short notice					
The company performs the service right the first time.					
The provide error-free services					
This company has the right Merchandise selection					
The company provide a good value for money					
Staff of the company are very helpful					
The products of the company has fair prices					
The products of the company is of good quality					
The company is prompt in solving my complaints					
The company's products have excellent features					

**SECTION D: WHAT ARE CUSTOMERS' PERCEPTION OF AFTER SALES SERVICES
RENDERED BY THE COMPANY**

Statement	Excellent	Very Good	Good	Fair	Poor
Repairs and Maintenance Services					
Spare parts sales and supply					
Online Telephone Services					
Car Washing Services					
Vehicle inspection					
Warranty					
Training Services					
Documentation					

