CUSTOMER SERVICE QUALITY IN GHANA FREIGHT FORWARDING:
A CASE STUDY OF TRANSGLOBAL SHIPPING AND EAGLE SHIPPING

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THIS DISSERTATION IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PORTS AND SHIPPING ADMINISTRATION

MARCH, 2012
DECLARATION

CANDIDATES DECLARATION

I, Mark Daogbu Dappa, hereby declare that this research project is my own original work and has never been submitted to any academic institution for examination. All references cited have been duly acknowledged.

Candidates Signature…………………………....

Date………………………………………………

SUPERVISORS DECLARATION

We hereby declare that the preparation and presentation of this research project was supervised in accordance with the guidelines on the project work laid down by the University of Ghana and the Regional Maritime University.

1. Supervisors Signature………………………….
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   Date………………………………………….

2. Supervisors Signature…………………………
   Name…………………………………………
   Date…………………………………………
DEDICATION

This study is dedicated first to God,
For his constant protection and grace over my family and I,

And to my beautiful wife,
Marian,

And children,

Boma and Kariibi Dappa,

I love you all very much.
ACKNOWLEDGEMENT

This work would not have been possible without the efforts of the following people who contributed to its success in diverse ways. My special thanks are extended to:

My supervisors, Professor M. Assimeng and Mr. A. Addy-Lamptey, for their patience and guidance in helping me conduct and complete this research.

I recognize the Managing Directors of Transglobal Shipping and Eagle Shipping for all their support, encouragement and assistance in the course of this work.

I also appreciate the Presidents of the freight forwarding associations, CUBAG, FFAG and the Executive Secretary of GIFF for their guidance and efforts in making sure that this research was completed by due date.

Finally I wish to acknowledge all respondents who took time to complete and return my questionnaires, and the entire staff of Transglobal and Eagle Shipping limited all of whom supported me in the conduct of this research.
ABSTRACT
This study investigates the customer's perception and expectation of the quality of freight forwarding services being provided by the Ghanaian freight forwarders based on a case study of two companies, Transglobal Shipping and Eagle Shipping Limited.

The perceptions and expectations of these customers were evaluated over the quality of service they received during a two year period, between January 2008 and December 2010 using the SERVQUAL survey.

The study attempted to establish which dimensions were the best predictors of overall service quality as perceived by the customers as well as what the single most important parameter for defining service quality was by these customers.

Measuring the customer's perception and expectations of quality of service can be a very difficult exercise as service unlike a product can have several intangible or qualitative specifications. In addition there is the expectation of the customer with regards to the service which can vary considerably based on a range of factors such as prior experience, personal needs and what other people may have told them.

This paper provides a system of quality evaluation for freight forwarding service developed from SERVQUAL, which measures customer perception of service quality received and expectations based on five dimensions or construct namely: Reliability, Responsiveness, Assurances, Empathy and Tangibles.

In order to remain competitive and retain customer loyalty, understanding how the customers perceive the quality of service they receive and their expectation of satisfaction is increasingly becoming the key to success in any sector including the freight forwarding industry.

The organized freight forwarding industry in Ghana is still very much in development, with its major association, Ghana Institute of Freight Forwarders (GIFF) only founded in 1978.
only in 2005 that GIFF became a registered professional body in accordance with the professional Bodies Decree 1973 (NRCD 143) thus ensuring freight forwarding became a recognized profession in Ghana providing logistics service for the populace. Books by local Ghanaian authors in the field are rare and research studies on Quality of service in the sector even rarer. Freight forwarding service is generally considered poor by customers and below acceptable standards.

The data from this study revealed that over 90% of the customers perceived the overall service quality of both companies as good, very good or excellent which contradicts the initial basis of this research that the quality of service was perceived as poor by the customers.

This study clearly showed that Transglobal Shipping customers thought reliability was the most significant dimension of the quality of service they received and Eagle Shipping customers also thought reliability was the most significant dimension of the quality of service they received.

The customers of Transglobal Shipping identified reliability, empathy and responsiveness as the three most significant dimension of service quality while Eagle Shipping customers mentioned reliability, responsiveness and assurance as the three most significant dimension of service.

This study also discovered that 100% of the staff of both freight forwarding companies had secondary school qualification or less while as much as 84% of the customer respondents had a university graduate qualification or even post graduate. This is significant as there could possibly be a correlation between the educational qualification of freight forwarding staff and the quality of service they provide, especially to a well enlightened customer base.
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CHAPTER ONE

INTRODUCTION

1.0 Background to the study

Until 1967 the entry and clearance of goods from the Ghana seaports and airport and the forwarding of goods were done solely by shipping line agents. The advent of private logistics/freight forwarding companies in 1967 was purely coincidental and related to the military takeover of 1966 after which there was an upsurge of returning Ghanaian citizens from abroad with their personal and household effects and used vehicles. (Danquah -2008) This period also saw the establishment of a number of local industries which imported raw materials for their operations.

With this unexpected growth in travel and economic activity came an increment in shipping activities especially imports, and Shipping agents who had hitherto handled port logistics exclusively could not cope.

This led to the entry into the Freight forwarding field of individuals and companies who ultimately found the industry to be lucrative and thus attracting a further influx of charlatans and non conformists into the business.

The need to control and regulate the activities of freight forwarders and improve industry service standards motivated the Government of Ghana in 1978 to pass the Customs House
Agents Licensing Decree (S.M.C.D. 188) and amplified by the Custom House Agents Licensing Regulations 1978(L.I.1178).

Both the decree and the L.I. however only required custom house agents to be licensed by the Ghana customs before they could practice freight forwarding involving customs in Ghana.

Freight forwarders also recognizing the need to regulate their own activities, and in conformity with the provisions of L.I. 1178, formed an association, National Association of Customs House Agents NACHA in 1978 to control and regularize the activities of their own members.

This association in 1990 metamorphosized into the current major logistics association of Ghana Institute of Freight Forwarders, (GIFF). There are two other major logistics association groups namely the Customs Brokers Association of Ghana CUBAG, and Freight Forwarders Association of Ghana FFAG, both of which broke away from GIFF.

GIFF is well aware of the vital role of the freight forwarder and recognizes same in its prelude to objective statement.

GIFF objective statement says that because much of the country's export trade involves high volume/low value raw materials, the cost of transportation becomes a deciding factor in determining our export competitiveness. As such the efficacy of any compliance and control systems established is important. (GIFF website, 2010).

GIFF goes on to state as one of its key objectives: “to ensure that high standards of professional conduct and practice are maintained by members of the institute in their dealings with the public.
and among themselves so as to generate public confidence in the profession”. (GIFF website 2010).

Essentially GIFF is a professional body with a code of conduct but no real regulatory powers or oversight on its members.

The Government of Ghana, apparently still not satisfied with the state of the freight forwarding industry, established the Ghana Maritime Authority Act 630 (GMA ACT-2002) in which part 1 section 2 R empowers the Ghana Maritime Authority to regulate the activities of all shipping agents and freight forwarders.

This researcher is however unable to find any evidence that the GMA has ever regulated the activities of freight forwarding in Ghana in accordance with the GMA Act 630.

These moves have all been attempts to control and regulate the Ghanaian freight forwarding industry with a view to enhancing service standards and in turn contributing to the increased productivity of the Ghana maritime industry and by extension the Ghanaian economy.

Currently they are 328 corporate and 825 licentiate freight forwarders in Ghana registered with the GIFF association (Daily Graphic Ghana-2010) making them the largest of the associations while there are 160 members in CUBAG all offering freight forwarding services to the public (GCNET website 2010).

FFAG is the smallest of the three associations with 12 corporate members.
The fragmentation of these associations is chiefly as a result of irreconcilable differences in how to manage and coordinate the Ghanaian Freight forwarding industry (Ockansey 2011) and is perhaps the best pointer to the challenges of management and regulation of service in the industry.

1.1 Statement of the Problem

The quality of freight forwarding services being provided the Ghanaian customer is perceived by these customers to be poor and not up to their expectations.

These customers, who always complain about the poor services they receive, are at the mercy of the Ghanaian Freight forwarder because they have no other options since the use of customs house agents are virtually mandatory in the customs clearing process.

1.2 Research Objective

1. The major objective of this dissertation is to evaluate the perception and expectation of customers of Ghanaian freight forwarders to service they have received in two major service areas of freight forwarding-Import and Export.

The Objective stated above will be achieved by:

1. Assessing the perceptions and expectations of Transglobal Shipping and Eagle shipping customers over the quality of service they received over a two year period between January 2008 and December 2010 using the SERVQUAL survey.
2. Investigating the perceptions and expectations of customers of Transglobal and Eagle shipping as regards service quality.

3. Establishing which dimensions are the best predictors, for these customers, of overall service quality in freight forwarding.

4. Determining what these customers feel should be done to improve the quality of Customer service delivery by Transglobal Shipping and Eagle shipping.

1.3 Research questions:

In the context of the background and research problem outlined above, the study seeks to find answers to the following research questions:

1. How do customers of Transglobal and Eagle Shipping define quality of service?

2. What is the single most important parameter for defining service quality by customers of Transglobal and Eagle shipping?

3. What are the most important service attributes to customers of Transglobal and Eagle Shipping?

1.4 Relevance of study

Since the beginning of 2002, the Ghana Ports & Harbour Authority GPHA embarked on a major port service delivery upgrade called the Ghana gateway programme with a target to improve
radically, equipment, facilities and service quality at the port of Tema and Takoradi with the intent of making Ghana the main maritime hub in West Africa (GPHA Hand Book, 2005-2006).

These developments in the Port of Tema and Takoradi facilities and procedures have been laudable but I have personally observed, having been in the Ghanaian freight forwarding industry for over 5 years that most freight forwarding customers regard service quality in the Industry as poor and uncomplimentary of the gateway project.

The major Freight associations GIFF, CUBAG and FFAG have been unable to effectively monitor or regulate the industry with a view to improving quality of service standards.

This study is relevant since its findings will enable freight forwarders gain an insight into the major issues in poor customer service quality from the customer’s perspective and also serve as a pilot study for further research on customer service quality in freight forwarding in Ghana to enhance service delivery in the industry.

This study’s eventual findings and results would enable the management of Transglobal Shipping and Eagle Shipping understand how their customers perceive their service and how to improve service quality delivery in problem areas as identified by the customer to enhance their overall service delivery and satisfy the customer.

The Freight forwarding industry is a critical arm of the maritime supply chain, the other arms being the Shipping industry and port operations. The quality of customer service in the freight forwarding industry has great significance in the overall service delivery of the Ghana Maritime
industry and how this affects the local Ghanaian economy. This study will assist scholars in the industry understand more about the needs, perception and expectation of Ghanaian freight forwarding customers.

Furthermore, with competition intensifying in the local freight forwarding industry, service quality has become an important differentiator among varying service providers. Therefore freight forwarding service providers need to understand how customers perceive and evaluate service quality since these relate to meeting the customers expectation and satisfaction, which in turn influences the performances of their organization and how successful they can be.

The eventual findings of this study will assist management of Transglobal Shipping and Eagle Shipping to fashion out tailor made service delivery designs based on what the customers want, creating a unique service, in tune with the customer’s expectation, but that differentiates them from other service providers.

1.5 Scope of the study

Though there are several notable top Freight forwarding companies in Ghana like DAMCO, MACDAN Shipping and CONSHIP, the scope of this study is exclusively a study of just two of the top Freight forwarding companies in Ghana, Transglobal Shipping Limited located adjacent the Port of Tema Main Harbour in Tema, Ghana and Eagle Shipping Limited located besides Delmas Shipping Ghana.
This study, a survey research, seeks to assess the quality of Customer service randomly selected Trans global and Eagle Shipping customers, received during the research time frame work between January 2008 & December 2010, a two year period.

1.6 Limitations of this study

This study is limited by a number of considerations chief of which is inadequate resources. This MA thesis is funded solely from personal resources, and that has limited the scope of sample population chosen.

This study looks only at a two freight forwarding companies Transglobal and Eagle Shipping even though there are as many as twenty other top freight forwarding companies operating in Ghana that could have been studied.

I must consequently admit that the study of customers from just two companies may make it harder to generalize findings to the cover the entire freight forwarding industry in Ghana.

There is also the paucity of locally generated books and prior researched material in this field from Ghanaian authors which limits the local content of my literature reviewed. Infact most of the works reviewed were of non Ghanaian origin and this is denied the study the chance to present a wide local perspective on the subject.

To the best of my knowledge, this is one of the first attempts to measure empirically service quality in Ghanaian freight forwarding and in future more of such studies, expanded to cover
more of the top freight forwarder companies in Ghana, over a longer time frame are recommended.

1.7 Definitions of concepts and terminologies

For the purposes of this study and to give a better understanding to readers the following terms are hereby defined:

1.7.1 Freight forwarding

Also known as clearing and carried out by clearing agent; A company that arranges transportation services for importers and exporters. A forwarder prepares the appropriate documents, contacts and arranges services from the companies that actually transport goods, and handles insurance matters. (www.theFree Dictionary 2010) In other words, a forwarder handles the large number of details associated with international transportation so the importer and/or exporter do not have to do so themselves.

In Ghana, Freight forwarding involves custom brokerage. The freight forwarder is a custom house agent who has been duly examined and licensed by the Ghana Customs, Excise and Preventive Service (CEPS). He carries out all required documentation procedures and pays all required taxes and duties on the goods. You can give him cash or bankers draft and request for the official receipt from the receiving organization, (customs, etc). For rendering this service on your behalf he is entitled by law to charge you a fee. (GIFT website, 2010)
1.7.2. Logistics

The process of managing the efficient, cost effective flow and storage of raw materials, in-process inventory, finished goods and related information from point of origin to point of consumption for the purpose of meeting customer requirements. (Canadian Association of logistics website, www.calm.org-2010)

1.7.3. CEPS-customs, excise & preventive service

A national agency established under PNDC law 144 with the responsibility of collecting import duties, import VAT, export duty, petroleum tax and other taxes that may be determined from time to time by government. (GCNET website, 2010)

1.7.4. Export

The term "export" is derived from the conceptual meaning as to ship the goods and services out of the port of a country. The seller of such goods and services is referred to as an "exporter" who is based in the country of export whereas the overseas based buyer is referred to as an "importer". In International Trade, "exports" refers to selling goods and services produced in home country to other markets. (Mohan-, 2005).

1.7.5. Re-export

Imported goods exported by the importing country. Exportation of goods that have been temporarily imported into a country. (Business Dictionary website, www.businessdictionary.com-2010)
1.7.6. Warehousing

An arrangement for lodging imported articles in the custom house bonded stores, without payment of duties until they are taken out for home consumption. Duty paid goods can also be warehoused in a non customs bonded stores.

1.7.7. Ex-warehousing

The process of removing goods stored in a customs bonded warehouse after duty has been paid.

1.7.8. Customer service

This is a function of how well an organization is able to constantly and consistently exceed the needs of the customer. (www.customer servicepoint.com- website,-2010)

1.7.9. Quality

This is doing the right things right and is uniquely defined by each individual; A product or process that is reliable and that performs its intended function is said to be a quality product. (www.qualitydigest.com, website- 2010)

1.7.10. Perception

This the act of perceiving or the ability to perceive; mental grasp of objectives, qualities by means of the senses; awareness; comprehension, insight or intuition, or the faculty for these(American Heritage Dictionary, 2010)
1.7.11. Expectation

A looking forward to; anticipating or looking for as due, proper or necessary; prospect for the future

1.8 Organisation of this study

This Research work is presented in the following sequence:

Chapter 1- Introduction

The introductory chapter covered the background to the study, the problem statement, research questions, objectives, significance, structure and limitations of the study and operational definitions.

Chapter 2- Literature review

This chapter covered the literature review and the theoretical framework. A thorough review of pertinent and existing literature and models serving as foundation for the primary source were covered here.

Chapter 3- Methodology of study and profile of study area

Chapter three covered the methodology. This discussed the investigative procedure and strategies which the researcher adopted to find answers to the research problems. The chapter also profiled the study area of Transglobal Shipping and Eagle Shipping.
Chapter 4- Data analysis

This chapter presented the findings from data that were collected using the Statistical Package for Social Science (SPSS). Quantitative methods were employed in presenting the findings.

Chapter 5- Summary, conclusion & recommendation

In this chapter key findings were summarized and conclusions deduced while appropriate recommendations as to the way forward were made.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The theoretical body of knowledge related to the concept of service quality and services’ marketing is briefly reviewed in this chapter. This chapter also looks at the concept and models of service quality to provide a deeper understanding of the issues relating to the study of customer service quality.

In today’s changing global environment, many businesses are facing intense competition and rapid deregulation, and in order to achieve competitive advantage and efficiency, businesses have to seek profitable ways to differentiate themselves.

One major strategy related to business success is the delivery of high service quality, especially during times of intense competition. High quality of service is considered an essential determinant of the long-term profitability not only of service organizations, but also of manufacturing organizations.

During the last decade of service quality research, Parasuraman et al. (1985) have purported that excellent service is a profitable strategy because it results in the attraction of new customers, more business with existing customers, fewer lost customers, more insulation from price competition, and fewer mistakes in the performance of services.
The Freight forwarding industry in Ghana has experienced increased growth, especially during the last two decades. This increase is attributed to global economic boom and has consequently increased international trade thereby increasing competition in the freight forwarding industry as companies there fight to get a chunk of the business.

This growth in competition has increased customer awareness about the varying services available, and the focus has now shifted to the quality of services offered by freight forwarding companies to their customers.

The nature of the competition is such that for one to be able to really survive, the quality of service would have to be exceptionally good. Service quality compares perception to what consumers should expect from a firm and how well the firm performs in delivering the service. (Hinson, 2006).

Detailed attention to service quality delivery has been identified as a determinant of market share, return on investment and cost reduction in business. Delivering quality service to customers is a must for success and survival in today’s competitive shipping environment.

Therefore, understanding freight forwarders users' expectations and perceptions of service quality becomes crucial in light of the importance of their role to national development.

There is a perception that the quality of freight forwarding service in Ghana has been influenced by the quality of human resources development in the industry (Ntow, K. 2010).

A popular school of thought has tried to link the human resource development and academic qualifications within Ghanaian freight forwarding with the quality of the service in the industry (Ntow, K. 2010)
Ntow postulates that this may be connected to the fact that historically very few of the top tertiary institutions in Ghana had academic programmes in Freight forwarding or Logistics and Supply Chain management. Even now, aside the Regional Maritime University, only Pentecost University, GIMPA and Institute of Management Studies in Accra Ghana are those offering logistics or transport related programmes.

Okancey(2011) actually agrees with Ntow, and suggests that freight forwarding service in Ghana is currently hampered by lack of properly trained personnel.

2.0.1 Freight Forwarding a Service

Freight forwarding services are services of any kind relating to the carriage, consolidation, storage, handling, packing or distribution of the goods as well as ancillary and advisory services in connection therewith (GIFF 2010)

In the past decades and in recent times, freight forwarding services have taken an increasing importance both domestically and internationally. In the business today, customers are regarded as the central point of any process-based quality service delivery system.

With so many changes occurring in the Ghanaian economy as a result of globalization, favourable government policies and intense customer awareness, the issue of service quality has become paramount.

Customers’ service expectations are constantly rising, while their tolerance for poor service is declining and therefore all businesses including freight forwarding must find and adopt strategies to meet their customers’ high quality service expectations.
2.1.2 What is services marketing?

Marketing Teacher.com (2010) describes a service as the action of doing something for someone or something. It is largely intangible (i.e. not material). A product is tangible (i.e. material) since you can touch it and own it. A service tends to be an experience that is consumed at the point where it is purchased, and cannot be owned since is quickly perishes. A person could go to a café one day and have excellent service, and then return the next day and have a poor experience.

The service sector today occupies a great majority of the markets in many countries. In the industrialized nations, the service sector has become the dominant element of the economy. Kotler (2003) in his book Marketing Management stated that 79 percent of all employees are employed in the services sector where services alone account for 76 percent of GDP in the US economy. Kotler further suggests that about 90 percent of 36 million jobs created in the past two decades were in the in the services sector.

Closer home the Statistician General for Ghana gave quite recently, 2010 GDP imputes for the Ghanaian economy as 52% service sector and 48% for other sectors. (Ghana Statistical Service Publication-2010)

Services have some common characteristics that distinguish it from products and Marketing Teacher.com (2010) identifies these as perishability, intangibility, homogeneity, inseparable, often presenting itself in a manner that cannot be owned by the customer but only experienced.
These characteristics coupled with the growing prominence of the services sector has resulted in increased need for better service quality as companies look for ways to improve financial performance and attract customers in a very competitive environment (Wang et al, 2003).

2.2 Selling services versus selling goods

There are arguably major differences between services and manufactured goods (Lockyer, 1986). These differences have an impact on the approach and substance of quality management. The salient differences are discussed below:

2.2.1 Intangibility

They proposed that the service provider's offer is their "productive capacity", rather than the tangible or intangible nature of the offer. In other instances, some scholars claim that it is nearly impossible to say that a certain business offering is pure product or pure service.

The use of products/services bundle is proved to be more usable than the traditional approach of categorizing products and services and their tangibility/intangibility.

The products/services bundle refers to the inseparable offering of many goods and services (Gronroos, 1977). This fact, which has been recognized in the classification scheme of others, suggests that the conceptualization of "the bundle" may not be separable in the consumer's evaluation of service quality.
This results in a product and service continuum, where highly tangible goods are placed at one end of one continuum, and highly intangible services are placed at the opposite end, and the goods service bundle is located somewhere in between the two.

Despite contradictory opinions regarding the uses of tangibility and intangibility to differentiate services, the attempts to make services more tangible proves to produce fruitful results in the marketing of services. Making services more tangible seems to ease up the evaluation of service quality. When services are more tangible, the degree of their variability will be significantly reduced, making the evaluation of service quality more objective.

Service quality is normally measured by the level of discrepancy between consumer expectations or desires and their perceptions of what they received, as described by the SERVQUAL scale.

2.2.2 Inseparability

In most cases physical goods are first produced, sold and consumed. This is however, not so with services. They are sold first then produced and consumed simultaneously. In service industries, usually the marketer creates or performs the service at the same time as the full or partial consumption of the service takes place.

The high visibility of the conversion process means that it is not possible to hide mistakes or quality shortfalls. Moreover, the involvement of the consumer in the delivery process introduces an additional process factor, the consumer, over which the management has little or no direct
control. However, the behavior of one group of customers does influence other customers’ perception of service quality.

A service is quite simply inseparable from the point where it is consumed, and from the provider of the service. For example, you cannot take a live theatre performance home to consume it (a DVD of the same performance would be a product, not a service).

2.2.3 Heterogeneity (Variability)

Marketing of services are challenging because the quality of a service is often inconsistent. Services depend on the people who provide them and when they do, the quality of services varies with each services provider’s capabilities and day to day job performance.

In other words no two performances are ever the same. To the customer the employee delivering the service at any given time is the organization. Any good or bad job done by the employee is therefore, attributed to the organization (Zeithaml and Bitner, 2000). A number of factors can affect the extent of the heterogeneity of service provisions. First, delivery of service often involves some form of contact between the consumer and service provider.

The behaviour of the service provider influences the consumer’s perception of quality. It is difficult to assure consistency and uniformity of behavior. In effect what the firm intends to deliver may be entirely different from what the consumer receives.

Second, the priority and expectations of the consumer may vary each time he or she uses the service. Moreover, priority and expectations may change during the delivery of the service.
The variability of service from one period to another and from consumer to consumer makes quality assurance and control difficult. Service providers have to rely heavily on the competence and ability of their staff to understand the requirements of the consumer and react in an appropriate manner.

2.2.4 Perishability

Services as defined earlier are performances and cannot be saved, inventoried, resold or returned. Pride and Ferrel (2003) declare that “the un-used service capacity of one time cannot be stored for future use”. The concept of perishable capacity for products that cannot be stored is a powerful one with major implication for productivity. If demand is low unused capacity is wasted.

If demand exceeds capacity, expectations are unfulfilled and business may be lost. Bringing demand and supply into balance requires management of both demand and available capacity (Sasser, 1976; Lovelock, (1981). This means that, unlike manufactured goods, it is not possible to have a final quality check. The service provider needs to get the service right first time, every time.

A service is perishable in that once it has occurred it cannot be repeated in exactly the same way. For example, once a 100 meters Olympic final has been run, there will not be another for 4 more years, and even then it will be staged in a different place with many different finalists.

2.2.5 What are services?

An inhibiting factor in engaging with services research is the scope of the discipline where markedly different perspectives, such as Marketing, Consumer behaviour, Economics, Human
resource management, and Operations (Johnston, 1988) introduce different interpretations throughout much of the existing research.

Over the past three decades academics have devoted a great deal of energy to discussing and documenting the major aspects that define services. A prevalent theme of this research has been the characterization of 'services', particularly their differentiation from manufacturing firms and manufactured products.

In spite of these efforts unifying the field of services has been an enduring challenge and some semantic confusion remains about the word 'services' (Johns, 1999). In order to bring some clarification to this issue it is helpful to describe services from three different, basic perspectives.

First, services can be thought of as a whole industry that encompasses a number of economic sectors that are not concerned with the production of manufactured goods and that are therefore placed under a generic service umbrella.

The service industry as a whole in turn comprises distinct segments such as financial services or telecommunications, which are all different (Lovelock, 1981). Economists brought about this development for the purpose of classifying and reporting those activities in national statistics (Johns, 1999).

From a management perspective, however, industry based classification schemes are of little help since they overlook the fact that service operations characteristics often vary considerably
within specific industries and even within organizations. This makes the management of
different service operations or service processes difficult (Silvestro et al., 1992).

Second, a service can be seen as an outcome, “what a customer receives” (Mohr & Bitner, 1995).
It has been well documented that service outcomes share four specific attributes that distinguish
them from manufactured goods: intangibility, heterogeneity (variability), perishability, and
inseparability of production and consumption.

Although these characteristics, which feature in service management textbooks, are often
regarded as the core paradigm in services marketing (Lovelock & Gummesson, 2004) they have
been subject to heavy criticism (Johns, 1999; Lockyer, 1986). It can be fairly stated that the
traditional service outcome attributes do not properly distinguish services from goods.

In addition, the phenomenon of servicization observed in most developed economies makes the
line delineating manufactured goods and service outputs increasingly blurred.

Last but not least, a service can be described as a process, “the manner in which the outcome is
transferred to the customer” (Mohr & Bitner, 1995).

In my view defining a service as a process has significant implication from a service operations
management perspective since the process-view is seen as the dominant paradigm in operations
management (Fowler, 1999, Johns, 1999) which offers a “convenient analytical framework for
managing operations as a business function”
2.3 Service quality

Definitions of service quality revolve around the idea that it is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Lehtinen and Lehtinen, 1992; Grönroos, 1988; Parasuraman et al., 1985, 1988, 1991, 1994).

As a critical measure of organizational performance, service quality remains at the forefront of both the marketing literature generally, and the services marketing literature specifically (Jensen and Markland, 1996).

Parasuraman et al., (1985) proposed service quality to be a function of pre-purchase customer expectations, perceived process quality, and perceived output quality. They defined service quality as the gap between customers' expectations of service and their perceptions of the service experience.

2.4 Overview of service quality models

A service organization can broadly adopt one of two basic approaches to service quality management: passive or reactive; or strategic or proactive. In the case of a passive or reactive approach, "quality" is not considered as a major source of service differentiation or competitive advantage. The principal emphasis of "passive quality planning and control" is minimization of customer annoyance, rather than realization of customer satisfaction.

In the case of a strategic or proactive approach, "quality" is used to differentiate the organization's service offering. Quality lies at the heart of the organization's strategy to gain competitive advantage. Here, usually, quality is one of the primary drivers of the business and the corporate image of the organization is built around the quality of the offering.
In the light of the above just two models underpinning service quality are reviewed below. These models do not represent the total picture. There are several other models Grönroos, (1988); Gummesson, (1993), the ones reviewed below, however, represent the major strands of the service quality improvement endeavors.

2.4.1 Service quality trade-off continuum model

Haywood-Farmer (1988) argued in his model that a service organization has "high quality" if it meets customer preferences and expectations consistently. The key element in the attainment of "high quality" is the identification of customers' service requirements and expectations. He suggested that the separation of attributes into groups is the first step towards the development of a service quality model.

In general, services have three basic attributes: (a) physical facilities, processes and procedures; (b) people's behavior and hospitality; and (c) professional judgment. In this model, each set of attributes forms an apex of triangle and management's task is to identify where the organization is located in this nexus. This will enable them to provide a service whose elements are internally consistent and focused on meeting the needs of a specific segment of the target market.

In deciding the appropriate position of the service, management needs to consider three "operational" factors. These are: (a) the degree of service customization; (b) the degree of labor intensity; and (c) the degree of contact and interaction. The model put forward by Haywood-Farmer is helpful in terms of identifying the quality trade-offs and the links between "quality" and "operational" factors. The model has the potential to enhance understanding, but it does not offer a practical procedure capable of helping management to identify service quality problems or practical means of improving service quality.
In the case of utilities, the important determinant of quality is the physical process; for example, reliability of facilities, capacity balance, control of flow, and timeliness. People behavior is also important. By identifying their organizations’ position on the continuum, management will be able to implement more effective quality improvement processes.

2.5 Service quality model adopted for this study

The other service quality model is the Quality Gap Analysis Model and has been adopted for this study.

2.5.1 The quality gap analysis model-servqual

This model shows the important activities of the service organization that influence the perception of quality. The model as suggested by Parasuraman et al. (1985) attempts to show the interaction between these activities and identifies the linkages between the key activities of the service organization which are important to the delivery of a satisfactory level of service quality.

The links are described as gaps or discrepancies: that is to say, a gap represents a significant hurdle to achieving a satisfactory level of service quality. The gaps are described briefly below.

- Consumer expectation – management perception gap (Gap 1): Reflects gap between customer expectations and management perceptions. Management may have inaccurate perceptions of what consumers actually expect probably due to lack of proper market/customer focus. The presence of a marketing department in an organization does not necessarily guarantee market focus. It requires the appropriate management commitment, market analysis tools and attitude of employees to meet customer’s expectation.
• Management perception – service quality specification gap (Gap 2): This shows a gap between management perceptions of service quality versus service quality specification. This may be due to inability on the part of the management to translate customer expectations into service quality specifications. This gap relates to aspects of service design. For example, a freight forwarder may find that its customers require a quicker, secured and safer delivery when transacting business with the organization. This requirement needs to be translated into simpler procedures and fewer paper work.

• Service specification – service delivery gap (Gap 3): Gap 3 represent gaps between service specifications and service delivery. Well laid down procedure and guidelines for service delivery do not guarantee high-quality service delivery or performance. There are several reasons for this. These include: lack of sufficient support for the frontline staff, process problems, or frontline/contact staff performance variability and the manner in which the service is delivered also influences the perception of quality.

• Service delivery – external communication gap (Gap 4): Consumer expectations are fashioned by the external communications of an organization. A realistic expectation will normally promote a more positive perception of service quality. A service organization must ensure that its marketing and promotion material accurately describes the service offering and is consistent with the way it is delivered. In service organizations it becomes counter-productive to separate the operations and the marketing functions.
• Expected service – perceived service gap (Gap 5): This gap reflects customer expectations and customer perceptions of service delivered. Perceived quality of service depends on the size and direction of Gap 5, which in turn depends on the nature of the gaps associated with marketing, design and delivery of services. Customer expectations are influenced by past experiences, word-of-mouth recommendations and the degree of personal needs.

The above model is a diagnostic tool; if used properly, it will enable the management to identify systematically service quality shortfalls. In other words, it facilitates the identification of gaps between the numbers of variables affecting the quality of the offering.

Secondly, it has the potential to assist management to identify the pertinent service quality factors from the viewpoint of the customer, not the service provider.

2.5.2 Service quality measurements

One of the prevalent and widely accepted perspectives on service quality is the SERVQUAL model (Parasuraman et al., 1988)

Based on Parasuraman et al’s., (1988) conceptualization of service quality, the original SERVQUAL instrument included two 22 - item sections intended to measure:

• customer expectations for various aspects of service quality, and
• customer perceptions of the service they received from the service organization.
In short, the SERVQUAL instrument is based on the gap theory (Parasuraman et al., 1988) and suggests that a consumer’s perception of service quality is a function of the difference in his/her expectations about the performance of a general class of service providers and his/her assessment of the actual performance of a specific firm within that class (Cronin and Taylor, 1992)

Consumers judge the quality of service on their perceptions of the technical outcome provided and how that outcome was delivered. This means that the perception of quality is influenced not only by the service outcome but also by the service process. The perceived quality lies along a continuum – “unacceptable quality” is at one end of this continuum, while “ideal quality” lies at the other end. In between represent different gradations of quality.

Thus prior expectations are compared with the actual service delivery process and the service outcome is then compared with perceived quality to draw the comparison.

Prior customer expectation is the *a priori* image of what will be received when the consumer purchases a service. Several factors influence the “*a priori* image”. These includes: personal needs; past experience; word of mouth; market communications; image; and price. Thus, the provider of service can be proactive in shaping the “customer’s expectations” through its marketing and external communication efforts.

Actual quality is the real level of service quality provided. This is determined and controlled by the service provider. It is, however, imperative to note that the “quality” of a service is determined by the customer’s perception and not by the perceptions of the providers of the service (Bertrand, 1989; Boothe, 1990). As such, it is crucial that customer requirements are determined, and service delivery and outcome designed, to meet these requirements.
Perceived quality is the customer's feel for the "quality" of the service. It determines the extent of the customer's satisfaction. The three key possible quality outcomes are:

(i) satisfactory quality, where customer's expectations are exactly met
(ii) ideal quality, where perceived quality is higher than customer's expectations;
(iii) unacceptable quality, where perceived quality is lower than customer's expectations.

The provider of the service should ensure that either condition (i) or condition (ii) is attained each time the service is delivered. It is not practical to focus on the points that may lie in between these three landmarks on the quality continuum. The service provider is more likely to reach conditions (i) and (ii) if they have a clear understanding of the customer's expected quality. Moreover, to be competitive it is necessary to set marginally higher levels of "satisfactory" and "ideal" quality than those of competitors. This will require an understanding of the generic determinants of service quality.

2.6 Dimensions of service quality

Research suggests that customers do not perceive quality as one dimension concept; that is customers' assessment of quality include perceptions of multiple factors (Parasuraman, et al 1991).

For example it has been suggested (Buttle 2003) that the following eight dimensions of quality are applied to all goods and services. They are performance, features, reliability, conformance, durability, serviceability, aesthetics and perceived quality (prestige).

Others have argued that, dimensions of service quality are meaningful when applied to categories of products, examples being durable goods, packaged goods and services. Among the
The most popular assessment tools of service quality is SERVQUAL, an instrument designed by the marketing research team of Berry, Parasuraman and Zeithaml (BPZ). Through numerous qualitative studies, they evolved a set of five dimensions, which have been consistently ranked by customers to be most important for service quality, regardless of service industry. The dimensions are defined as follows:

**Tangibles:** This refers to the appearance of physical facilities, equipment, personnel, and communication materials. All of these provide physical representations of images of the service that customers, particularly new customers will use to evaluate quality. Service companies often use tangibles to enhance their image, provide continuity and signal quality to customers often use tangibles. Most companies combine tangibles with another dimension to create a service quality strategy for the firm. In contrast, firms that do not pay attention to the tangibles dimension of the service strategy can confuse and even destroy an otherwise good strategy.

**Reliability:** The ability to provide the pledged service on time, accurately and dependably. For example, in the case of Transglobal and Eagle Shipping, this means the clearing or forwarding of cargo in line with their proclaimed 3 to 5 days after duty payment and delivery of cargo safely and in good condition. Customers want to do business with companies that keep their promises, especially those concerned with core service attributes. All firms need to be aware of customer expectations of reliability.

**Responsiveness:** This implies the willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer requests.
questions, complaints and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions or attention to problems. It also captures the notion of flexibility and ability to customize a service a customer needs. To excel in this dimension, a company must try to understand the customer’s needs and specific requirements.

Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence. This dimension is likely to be particularly important for services that the customer perceives as involving higher risk and or about which they feel uncertain about their ability to evaluate outcomes like when a customer has to deposit a huge sum of money with a freight forwarder in advance, to secure the clearing or forwarding of his cargo.

Empathy: The caring, individualized attention the firm provides its customers. The essence of empathy is conveying through personalized or customized service, that customers are unique and special. Customers want to feel understood by and important to firms that provide services to them.

2.7 Benchmark of Service quality in Transglobal and Eagle Shipping

In the past decades and in recent times, services have taken an increasing importance both domestically and internationally. In business today, customers are regarded as the central point of any process-based quality service delivery system and according to ISO 9000; top
management of any service institution has to: ‘ensure that customer needs are determined and met with the aim of enhancing customer satisfaction’ (Quality world, Feb., 2006).

Transglobal and Eagle Shipping have similar documented service standards guidelines which they expect to guide the quality of the service they provide to their customers (TGS Standard Trading Conditions, 2008). These include:

1. Provision of cost effective service that is accurate and rapid, normally ensuring all examination and scan deliveries 3 to 5 days after customs duty has been paid.

2. Constant information flow, updating the customer during the clearing process in the form of e-mail reports and telephone updates

3. Prompt response to any Customer queries and resolving such in a prompt manner

4. Providing the customer with error free service with complete documentation, based on the 4 C, of communication, coordination, commitment and cooperation

5. Provision of reliable, theft free services.

2.8 FIATA benchmark of Service quality in Freight Forwarding

The International Federation of Freight Forwarders Association (FIATA) is the umbrella body for freight forwarders globally representing some 40,000 logistics firms worldwide (FIATA training Course 2006)

FIATA service standards are based on the creation of several documents and forms for use by freight forwarders globally to establish a uniform standard. These include the Forwarders Certificate of Receipt (FCR), Forwarders Certificate of Transport (FCT), negotiable FIATA multimodal Transport Bill of Lading (FBL) and the FIATA forwarding Instructions (FFI).
These documents have an excellent reputation, are easily distinguishable with the FIATA logo and are widely recognized as documents of tradition and trust. Customers patronizing freight forwarders using such documents often have an expectation of an excellent service.

2.9 SERVQUAL criticism

Although there have been many studies using the SERVQUAL model as a framework in measuring service quality, there have also been theoretical and operational criticisms directed towards this model in the quality service marketing literature. These criticisms have mainly revolved around the interpretation and implementation of the instrument (Smith, 1995; Buttle, 2003).

A major problem with the SERVQUAL instrument is related to its five dimension structure. A number of researchers have reported different dimensions for expectations, perceptions and gap scores. Thus, the universality of SERVQUAL's five dimensions has been questioned (Cronin and Taylor, 1992; Buttle, 2003).

Nevertheless, in spite of the criticisms, SERVQUAL has been widely used in various contexts throughout other studies. Service quality is an abstract concept and thus hard to measure. The SERVQUAL instrument has been widely used because it provides a basic skeleton which can be adapted or supplemented to fit the characteristics or specific research needs of a particular organization (Parasuraman et al., 1988).
2.10 Conclusion

Freight forwarding organizations should deliver service to their customers in such a manner that recognizes that the customer's perceptions and expectations of any freight forwarding service determines to a large extent his appreciation of its quality.

Definitions of service quality revolve around the idea that it is the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed.

The quality service model SERVQUAL offers the chance to analyze the customer's perception and expectations of service received using its five variables of tangibles, reliability, assurance, responsiveness and empathy which Nyeck, Morales, Ladhars and Poons (2002) have described as the most complete set of variables attempting to conceptualize and measure service quality across numerous service industries.

Buttle (2003) has however criticized SERVQUAL describing perception and expectations as very subjective concepts and thus not very good scientific measures. He also is of the view that the five dimensions of SERVQUAL model, tangibles, reliability, assurance, responsiveness and empathy are not necessarily the right things to be measuring.
CHAPTER THREE

METHODOLOGY AND PROFILE OF STUDY AREA

3.0 Introduction

This chapter looked at how the fieldwork was done and the techniques which were used to obtain relevant data for the study.

This study conducted an empirical study on service quality as perceived by Transglobal Shipping Limited and Eagle Shipping customers, using a service survey model methodology known as SERVQUAL specially developed to measure their perception and expectation of the service quality they received between January 2008 and December 2010.

SERVQUAL developed by (Parasuraman and others 1985 & 1988) uses a structured questionnaire to examine the customer’s perception and expectation in five dimensions of service quality namely:

RELIABILITY - Ability to perform promised service dependably and accurately

RESPONSIVENESS - Willingness to help customers and provide prompt service

ASSURANCE - Knowledge and courtesy of employee and their ability to convey trust and confidence

EMPATHY - Ability to provide individualized attention to customers
TANGIBLE – Appearance of physical facilities, equipment, personnel and communication material.

I modified slightly the SERVQUAL questionnaire by adding a further section which sought to identify the overall perception of the service the customers received and specific areas they were content with or disappointed as well as suggestions on what they felt could be done to improve the freight forward service.

As a result of limited time and lack of adequate resources, this research was based on a single case approach, that of Transglobal and Eagle Shipping. This study profiled the history of Transglobal and Eagle Shipping, surveyed the selected sample with questionnaires and analyzed and presented the findings of the data collected.

The quantitative techniques of surveying and detailed collection of statistical facts were utilized in this study.

The selection of both Transglobal Shipping and Eagle Shipping for this study was informed by the fact that both companies have a long related history, having both broken away from Intercotra Ghana Limited one of the oldest freight forwarding organizations in Ghana dating back to 1973. Both companies are well established freight forwarding companies with a strong tradition for discipline and results.
3.1 Population of the study

Transglobal and Eagle Shipping have segmented their client market along their service areas of import, their major business area and export which follows closely.

The total population universe of this study is thus made up of all recorded import and export customers of Transglobal and Eagle Shipping Limited between January 2008 to December 2010 as derived from their respective customer data bases and company records. These records revealed that they were 180 import and export customers for Transglobal Shipping and 100 import and export customers for Eagle Shipping.

**Transglobal Shipping total population breakdown from Jan 2008 to Dec 2010:**

- Import customers = 150
- Export customers = 30
- Total population = 180 customers

**Eagle Shipping total population breakdown from Jan 2008 to Dec 2010:**

- Import customers = 80
- Export customers = 20
- Total population = 100 customers

Furthermore the perception and expectation of the staff of both Transglobal Shipping and Eagle Shipping was assessed by a separate questionnaire to create a balance to that offered by the customers and give a broad perspective.
The total staff strength population of Transglobal Shipping from January 2008 to December 2010 was 28, while that of Eagle Shipping for the same period was 12 staff.

3.2 Sampling size and sampling procedure

The sampling method used for this study was the Probability Sampling method of Stratified Sampling which grouped the samples into the import and export service areas and random sampling lottery technique which gave every member of the population universe in both service areas an equal chance of being selected.

Transglobal Shipping and Eagle Shipping offer freight forwarding services in the two major arms of freight forwarding. These are import/clearing, export/forwarding. Their combined total population universe of 280 customers was first classified into strata under the two major service areas according to the service the customers received. The Stratified sampling method was first used to divide the total population into the following strata:

**Stratum One – Import** - 230 customers (made up of 150 customers for Transglobal Shipping and 80 customers for Eagle shipping)

**Stratum Two – Export** 50 customers (made up of 30 customers for Transglobal Shipping and 20 for Eagle shipping)
The random sample method of lottery technique was then employed to pick 50% out of the above two strata. The total sample unit randomly picked consequently was 115 import customers made up of 75 customers from Transglobal Shipping and 40 customers from Eagle Shipping.

The total sample unit randomly picked for export customers thus was 25 made up of 15 customers from Transglobal Shipping and 10 customers from Eagle Shipping. The combined total of the sample size thus was 140 import and export customers.

Table 3.1

Table of sampling procedure for Transglobal and Eagle shipping customers

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Total Transglobal Shipping Customers</th>
<th>Sample Randomly Selected from TGS</th>
<th>Total Eagle Shipping Customers</th>
<th>Sample Randomly Selected from Eagle</th>
<th>TGS &amp; EAGLE Combined Total Population</th>
<th>TGS &amp; EAGLE Combined Total Sample Size</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imports</td>
<td>150</td>
<td>75</td>
<td>80</td>
<td>40</td>
<td>230</td>
<td>115</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Exports</td>
<td>30</td>
<td>15</td>
<td>20</td>
<td>10</td>
<td>50</td>
<td>25</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>90</td>
<td>100</td>
<td>50</td>
<td>280</td>
<td>140</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

For the staff population sampling, Transglobal Shipping had a staff strength of 28, out of which a sample size of 14 staff or 50% was randomly selected using the lottery technique. The same
technique was used to select 50% out of the total 12 staff population of Eagle Shipping giving a sample size of 6 staff.

Table 3.2

Table of sampling procedure for Transglobal and Eagle Shipping Staff

<table>
<thead>
<tr>
<th>Organization</th>
<th>Total Transglobal Shipping Staff</th>
<th>Sample Randomly Selected from TGS</th>
<th>Total Eagle Shipping Staff</th>
<th>Sample Randomly Selected from Eagle</th>
<th>TGS &amp; EAGLE Combined total Staff population</th>
<th>TGS &amp; EAGLE combined total sample size</th>
<th>Size Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Number</td>
<td>28</td>
<td>14</td>
<td>12</td>
<td>6</td>
<td>40</td>
<td>20</td>
<td>50%</td>
</tr>
</tbody>
</table>

3.3 Research design

3.3.1 Sources of data
This study draws data from both primary and secondary sources.

Secondary Data

The secondary data was drawn from available literature on the subject found mostly in books and journals from Libraries, current articles on the internet and internal records of both company. This served as a foundation for the primary data.
Primary Data

To obtain primary data, questionnaires based on the SERVQUAL model were utilized to assess the perception and expectation of the quality of service of the two freight forwarding companies being studied. These questionnaires were developed and administered to the target customer samples selected from both company. A slightly modified questionnaire also based on SERVQUAL model was equally administered to staff samples selected from both company.

3.4 Study instruments

In order to extract the right information for the research, the instrument adopted was the questionnaire. Two sets of questionnaires were administered for this study-see reference specimens on pages 93 and 99. One set was administered to the Customers of Transglobal and Eagle Shipping Limited and the other to the staff of these two companies.

The two sets of questionnaires had three sections- A, B & C. Section A asked for information on the background characteristics of the respondents while section B sought to measure the perception to and expectation of quality of service received. Section C required respondents to rate quality of service received by varying departments in the organisations, identify single most important parameter of service quality, rate overall service and offer recommendations on how service quality could be improved.

The choice to use a questionnaire was made based on a variety of factors including the type of information to be gathered and the time in which to collect this. The use of questionnaire for this study was for the following reasons:

A. To enable the researcher collect and compare relevant data quickly and cost effectively
B. To collect this data in such a manner that minimized bias and motivated respondents to answer questions truthfully
C. To enhance the odds of obtaining accurate information directly from the study group
D. Data collected from different respondents could be cross checked prior to use to determine reliability

More importantly the questionnaires were distributed by the researcher and prepared assistants with quite a high number of the intended target group responding in a few days. It would be impossible to get a similar number of respondent tests completed in the same time frame using alternative means.

The researcher assured the respondents of their privacy and confidentiality, to enhance an honest and candid response for the purpose of this study.

The survey questionnaire used mostly closed ended questions and some open-ended questions. This meant that the respondents spent less time to answer the questionnaires since most answers had been provided.

The modern computer software, the SPSS, was used in this study and this made it possible to administer, tabulate, and perform preliminary analysis in a matter of days.

Closed ended questions allowed the researcher to filter out any ineffectual or extreme answers that might occur if an open ended question dominated questionnaire was used.

The few open-ended questions were used to probe for the respondents own opinions rather than providing possible answers. This increased the likelihood of receiving unexpected and novel suggestions from the respondents.
Due to the high disadvantage that an open ended question poses, including different views for the same answer, the researcher used open format questions only at the very end of the questionnaire while asking the respondents for their ideas for changes or improvements.

3.5 Data collection method

The following instrument was employed to collect the data:

3.5.1 Survey

In order to assess the measurement of service quality of Transglobal Shipping and Eagle Shipping customers, questionnaires were developed which focused on two measures: expectations and perceptions of performance. Measurement scale was adopted based on SERVQUAL Gap analysis model. This was used to test the perceptions and expectations of Transglobal and Eagle Shipping customers on service attributions.

The questionnaires were administered to the randomly selected one hundred and forty (140) importers/exporters that regularly patronize the services of Transglobal and Eagle Shipping within the study period of Twenty four months. Data was collected using the "personal-contact" approach, that is, the respondents were approached personally and given a detailed explanation about the survey (including its purpose, the meaning of the items and what is expected of the respondents). This is to ensure reduction of the non response rate to the barest minimum.

Customers(importers/exporters) were asked to give their perception of the level of service quality delivered to them by Transglobal and Eagle Shipping and also to rate their overall satisfaction with the total service package on a six-point scale (ranging from 1 – indicating excellent to 6 – indicating very poor).
Transglobal Shipping and Eagle Shipping are divided into a number of departments, with each department having an interface with the customers. As such, customers' perceptions of the service quality are shaped by their experiences when interfacing with the departments. In this study, five (5) such interfacing departments identified were assessed for customer perception to the quality of their service:

- Accounts (Billing)
- Logistics (Documentation and Inspection, GCNET, Long room & Clearing speed after duty paid)
- Export
- Consolidation
- Warehousing / Ex warehousing

Respondents were expected to rate these interfacing departments and activities on multi-item six-point rating scales.

In order to also assess the measurement of service quality of Transglobal Shipping and Eagle Shipping from the staff perspective, questionnaires were developed based on SERVQUAL which was focused on two measures: perceptions of staff on their performance in the five variable areas of SERVQUAL and staff perception to overall service delivery assessment of the most significant dimensions of service quality.
3.6 Analyses of data collected

Quantitative techniques were employed in analyzing and processing the data collected. This involved data editing, coding, data entry, tabulation and presentation in form of graphs/charts to identify patterns, trends and interrelationships within the data.

The Statistical Package for Social Sciences (SPSS) windows analytic software tool was used for the data analysis.

3.7 Explanation of elements in the extent of performance table

Mean

The mean is a hypothetical value that can be calculated for any data set, it does not need to be a value that is actually observed in the data set. For example in calculating the mean of tangibility with the rating of (1=strongly disagree to 5=strongly agree) if responses from 85 questionnaires are distributed as follows:

Table 3.3 Example of Mean Calculation

<table>
<thead>
<tr>
<th>SCALE TITLE</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree(1)</td>
<td>5</td>
</tr>
<tr>
<td>Disagree(2)</td>
<td>10</td>
</tr>
<tr>
<td>Neutral(3)</td>
<td>15</td>
</tr>
<tr>
<td>Agree(4)</td>
<td>25</td>
</tr>
<tr>
<td>Strongly Agree(5)</td>
<td>30</td>
</tr>
</tbody>
</table>
The SPSS software would calculate the mean through this formula:

$$\frac{1(5)+2(10)+3(15)+4(25)+5(30)}{5} = 3.8 = 4.0$$

This indicates that on the average the respondents agree that tangibility forms part of the service quality of the shipping companies.

**Standard deviation**

The square root of the average error between the mean and the observations made. It is a measure of how well the mean represents the data. A small deviation (relative to the mean) indicates that the points (scores) are close to the mean. Large deviation indicates that the data points are distant from the mean.

**Measures of reliability**

Reliability means that a scale should consistently reflect the construct it is measuring.

**Cronbachs alpha**

Cronbachs alpha is a measure used to obtain, assess and measure the reliability of scaled items of questionnaires. A cronbachs alpha value being exactly or above 0.700 shows reliable scaled item questionnaires for the analysis.

**Regression analysis**
In Regression analysis a predictive model is fit to our data and that model is used to predict values of the dependent variable (DV) from one or more independent variables (IN). It is a statistical method used to describe the nature of relationship between variables that is positive or negative, linear or non-linear relating

**Sum of squares**

Using the difference between the observed values and the values predicted by the mean is calculated. The squared differences give the sum of squared differences.

**Degree of freedom**

The number of values that are free to vary after a sample statistics has been computed. It is used when a distribution consists of a family of curves.

**Mean square**

The variance found by dividing the sum of squares of a variable by the corresponding degree of freedom.

**F/F Value**

A statistical test value used to compare two variances or three or more means.

**Residual**

The difference between the actual value of Y and the predictive value of Y.
R-square

$R^2$, the coefficient of the determination, is a measure of the variation of the dependent variable that is explained by the regression line and the independent variable.

Standard Error (SE)

The standard deviation of the observed $Y^1$ values in regression and correlation analysis.

3.8 Field problems

The most significant problem encountered in the field in the pursuit of this study had to do with the non returning of some of the questionnaires from respondents some of whom lost or misplaced their questionnaires. In all 30 questionnaires out of the total of 140 were not returned.

3.9 Profile of Transglobal Shipping

Transglobal Shipping Limited was fully incorporated in February 1994 as a Shipping, Clearing, Forwarding, Haulage and General Merchant's business. The company took over the operations of the well known freight forwarding company Intercotra Shipping Limited that had existed for three decades.

Transglobal Shipping has two directors a general manager and twenty eight other staff, all of whom are highly experienced and skilled.

3.10 Structure of Transglobal Shipping

Transglobal Shipping is run by a management team led by a Managing Director, who is also a board director, and supported by a Financial Director, another board member.
The day to day operations are run by a General Manager who has a Clearing and Forwarding Manager reporting to him. They are five main departments made up of the Accounts department, the Logistics/administration department, the GCNET and Long-room department, the Consolidation department and the Marketing department. See Figure 3.1

Figure 3.1: TRANSGLOBAL SHIPPING ORGANIGRAM

TRANSGLOBAL SHIPPING ORGANIGRAM

MANAGING DIRECTOR

FINANCIAL DIRECTOR

GENERAL MANAGER

CLEARING & FORWARDING MANAGER

LOGISTIC/A DMIN MGR

LOGISTIC OFFICERS

GCNET MGR

GCNET OFFICERS

CONSOL MGR

CONSOL OFFICERS

MKT MGR

MKT OFFICER

ACCOUNTANT

CASHIER
3.11 Market segment

Transglobal Shipping has segmented its service market into two broad categories:

Importers: These are those customers that require clearing and forwarding services mainly into Ghana via the Ports of Tema and Tarkoradi. Some Importers also require that their consignments are forwarded to neighboring land locked countries like Burkina Faso, Niger and Mali.

Under this category are de-consolidation services where Transglobal Shipping acts as agents for off shore principal multimodal operators

Some of these clients include MTN Group, Procter and Gamble, Far East Merchantile Group, Marina Market, Channel IT, AMI India, Primex Ghana group and FMC FZCO free-zones group.

Also classified under import by Transglobal Shipping are shipping handling services where they husband vessel calling ports in Ghana as shipping agents.

Ghana ports are import dominated and so import forms the bulk of Transglobal services

Exporters: These are customers that require forwarding services out of Ports in Ghana to all other global destinations.

Under this category we have customers who are exporting cargo originating directly from Ghana to other destinations or those who re-exporting cargo that came to Ghana but is not meant for consumption there.

Some of the export clients include NN EST METAL, FMC FZCO, Unilever Ghana, Marina Market and SMP Exports.
3.12 Services and products

Transglobal Shipping provides the following services:

- Freight forwarding
- Clearing
- Warehousing
- Consolidation
- Shipping Agency
- Haulage
- Air import and export

3.13 Profile of Eagle Shipping

Eagle Shipping was founded in 1985 as a break away company from Intercotra Ghana limited. The company specializes in import, export and haulage with a well established offices located opposite the Port of Tema besides the offices of Delmas Shipping line Ghana.

The Company is duly registered with the accredited agencies like the Customs Brokers Association of Ghana (CUBAG), The Ship Owners Association of Ghana. The Ghana Maritime Authority and The Ghana Ports and Harbours Authority.

3.14 Structure of Eagle Shipping

Eagle Shipping is run by a management team led by a General Manager and supported by an Operations Manager.

The day to day operations are run by an Operations Manager. They are three main departments made up of the Accounts department, the administration department and the GCNET and Long-room division department. See Figure 3.2

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3.15 Market segment of Eagle Shipping

Eagle Shipping provides its services in two broad categories:

Importers: Eagle Shipping provides clearing and forwarding services mainly into Ghana via the Ports of Tema and Takoradi. Some of these clients include M&J Pharmacy, Comfort Drugs and Octopol Limited.

Exporters: These are customers that require forwarding services out of Ports in Ghana to all other global destinations. Some of the export clients include Luchess Enterprise Limited and Drake Impex Limited.

3.16 Services and products of Eagle Shipping

Eagle Shipping provides the following services:

- Freight forwarding
- Clearing
- Haulage
- Warehousing
- Consolidation
CHAPTER FOUR

DATA ANALYSIS

4.0 Introduction

The presentation of the findings has been detailed under the five main dimensions of the service quality model to principally capture the views of import and export customers of Transglobal and Eagle Shipping.

In this way, the appropriate themes and sub-themes will be identified and analyzed using the five-factor model of the SERVQUAL dimensions as the basis for comparison to discover and appreciate the importance and impact of service quality on customers in Transglobal and Eagles Shipping. The five dimensions included tangibility, reliability, responsiveness, empathy and assurance. This also involved data editing, coding, tabulation and graphs/charts using the Statistical Package for Social Scientists (SPSS).

Existing research on service quality in Ghana freight forwarding, to the best of the researcher's knowledge, could not be found and thus making it difficult to fully assess the findings based on other local studies. Nonetheless, a careful monitoring of the inherent segments within the various themes and the data found in the literature review will be compared to identify relationships, connections and contrasts with conclusions from the primary data gathered.

One hundred and forty questionnaires were administered to 140 customers of Transglobal and Eagle shipping companies in Tema and Accra. This was executed between May and first week of
June 2011. A total of 106 questionnaires representing 75.9% response rate were obtained from
the customers. 30 questionnaires were not returned, while 4 were not valid.

The returned questionnaires were subjected to quantitative data analysis. The results of the
quantitative data analysis are presented in the form of descriptive statistics, reliability analysis
and regression analysis which are presented in the respective sections. The variables for
perception of performance and expectations which are tangibles, reliability, responsiveness,
empathy and assurance were coded using scale 1-5. 1= Strongly disagree, 2= disagree, 3=
Neutral, 4= Agree, 5= Strongly agree.

4.1 Demographic characteristics of the respondents

This section is made up of respondent’s position, occupation, age group, gender, educational
level, duration of dealing with freight forwarding in the organization and staff period of working
with Transglobal and Eagle Shipping.

4.1.0 Sample Respondents

The study covered 75 respondents from Transglobal shipping and 31 respondents from Eagle
shipping company limited. These samples were randomly selected in proportion to population
sizes of their varying customer base and staff numbers. See table 4.1 for details

<table>
<thead>
<tr>
<th>Company name</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transglobal Shipping Limited</td>
<td>75</td>
<td>70.8</td>
</tr>
<tr>
<td>Eagle Shipping Limited</td>
<td>31</td>
<td>29.2</td>
</tr>
<tr>
<td>Total</td>
<td>106</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.1.1 Type of freight forwarding customers patronizing the companies

Transglobal Shipping had a total of 68 import customers and 7 exporters, while in the case of Eagle Shipping 27 were importers and 4 exporters. This indicates that there are more importers than exporters in both companies and in line with Ghana import economy. See table 4.2

<table>
<thead>
<tr>
<th>Freight forwarding type</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importers</td>
<td>68</td>
<td>27</td>
<td>95</td>
</tr>
<tr>
<td>Exporters</td>
<td>7</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>31</td>
<td>106</td>
</tr>
</tbody>
</table>

It is pertinent to point out that because 90% of the combined respondents from both companies in this study were importers mainly from Transglobal with 71%, while only 10% combined were exporters, there could be validity concerns on the responses from so few exporters.

4.1.2 Age group of customers for the companies

The study revealed that Transglobal Shipping had 10 customers aged between 18-26 years, 23 customers between 27-35 years, 34 respondents aged between 36-44 years and 8 customers or aged above 44 years. Eagle shipping had 2 customers aged within 18-26 years, 9 customers between 27-35 years, 14 respondents within 36-44 years and 6 respondents above 44 years. This clearly indicates that majority of customers of both companies are between 36-44 years clearly reflecting that freight forwarding companies deal with mostly mature adult. Table 4.3 indicates the age group distribution of customers of the two companies.
### Table 4.3: Age group distribution of customers in the companies

<table>
<thead>
<tr>
<th>Age group of respondents</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-26 years</td>
<td>10</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>27-35 years</td>
<td>23</td>
<td>9</td>
<td>32</td>
</tr>
<tr>
<td>36-44 years</td>
<td>34</td>
<td>14</td>
<td>48</td>
</tr>
<tr>
<td>Above 44 years</td>
<td>8</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>31</td>
<td>106</td>
</tr>
</tbody>
</table>

### 4.1.3 Gender of customers

The results from this study pertaining to the customer’s gender suggest that Transglobal shipping had 57 male customers and 17 female customers. In the case of Eagle shipping there were 18 male customers and 12 female customers. This demonstrates that there are more male customers than female customers in the companies and that freight forwarding services are patronized more by men. See table 4.4 for more details.

### Table 4.4: Gender of customers in both companies

<table>
<thead>
<tr>
<th>Gender of respondents</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>58</td>
<td>19</td>
<td>77</td>
</tr>
<tr>
<td>Female</td>
<td>17</td>
<td>12</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>31</td>
<td>106</td>
</tr>
</tbody>
</table>

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4.1.4 Educational level of customers

Most of the customers that deal with both companies have a high level of education as supported by the fact that Transglobal Shipping had 51 tertiary certificate customers and 14 post graduate certificate customers and 13 secondary certificate customers. Eagle shipping had 4 secondary certificate customers, 16 tertiary certificate customers and 8 post graduate certificate customers. This confirms that most of the customers in the two companies hold tertiary certificates as their highest educational level. The discovery also suggested that none of the customers has elementary education as the level of education. See table 4.5 for details.

Table 4.5: Educational level of customers

<table>
<thead>
<tr>
<th>Educational level of respondents</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Secondary</td>
<td>10</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td>Tertiary</td>
<td>51</td>
<td>19</td>
<td>70</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>14</td>
<td>8</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>31</td>
<td>106</td>
</tr>
</tbody>
</table>

4.1.5 Length of time the customers have been doing business with the companies

In the quest of finding the number of years the customers had been in business with the companies, the study shows that most of the customers 19 had worked with Transglobal shipping for a period of 3-4 years and 5-6 years respectively, with a minimum of 4 customers indicating
less than a year. The outcome from Eagle Shipping was similar to that of Transglobal concerning this issue with 11 customers or having worked with Eagle Shipping for 3 to 4 years. Transglobal Shipping commenced operations in 1994 while Eagle Shipping started operations in 1985. Table 4.6 shows the full range.

Table 4.6 Length of time customers have done business with the companies

<table>
<thead>
<tr>
<th>Duration of with freight forwarding company</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>4</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>1-2 years</td>
<td>9</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>3-4 years</td>
<td>19</td>
<td>11</td>
<td>30</td>
</tr>
<tr>
<td>5-6 years</td>
<td>19</td>
<td>9</td>
<td>28</td>
</tr>
<tr>
<td>7-8 years</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>9-10 years</td>
<td>9</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>11</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>31</td>
<td>106</td>
</tr>
</tbody>
</table>

4.1.6 Age group of staff of the freight forwarding companies

Reviewing the ages of the staff of both organizations, the study shows that Transglobal Shipping had 7 staff within 18-26 years age range, 5 staff within 27-35 years and 1 staff between the ages of 36-44 years. Eagle shipping recorded 3 staff between 27-35 years, 1 staff each for the age groups of 36-44 years and above 44 years respectively. This denotes that freight forwarding business in both companies is carried out by young mature adults within the 27-35 years bracket. Table 4.7 illustrates age group of staff.
Table 4.7 Age group of staff

<table>
<thead>
<tr>
<th>Age group of respondents</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-26 years</td>
<td>7</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>27-35 years</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>36-44 years</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Above 44 years</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>5</td>
<td>18</td>
</tr>
</tbody>
</table>

4.1.7 Gender of staff

Transglobal Shipping had 6 male staff and 7 female, while Eagle Shipping had 4 males and 1 female. There are more males than females staff in Eagle Shipping while there are more females than males in Transglobal Shipping. This suggests that freight forwarding is fast becoming a business for both sexes and more women are coming into the business. See table 4.8.

Table 4.8 Gender of staff in the two companies

<table>
<thead>
<tr>
<th>Gender of respondents</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>6</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Female</td>
<td>7</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>5</td>
<td>18</td>
</tr>
</tbody>
</table>
4.1.8 Educational level of staff of the companies

All the 13 staff of Transglobal shipping hold secondary certificate whiles 1 staff and 4 staff of Eagle shipping have elementary and secondary education respectively. This shows that freight forwarding business is mainly run by non tertiary school graduates. This is very significant as these staff with just secondary certificate or less are suppose to provide service for customer’s majority of whom have tertiary qualification or more. Table 4.9 present the educational level of the shipping companies’ staff.

Table 4.9 Educational level of the staff of Freight forwarding companies’

<table>
<thead>
<tr>
<th>Educational level of respondents</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Secondary</td>
<td>13</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Tertiary</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>5</td>
<td>18</td>
</tr>
</tbody>
</table>

4.1.9 Length of service of staff with the Freight forwarding companies

Four staff of Transglobal Shipping had worked with the company for 5 to 6 years, 4 staff for less than a year while 1 staff each had worked for 1 to 2 years and 7 to 8 year respectively. Most Eagle shipping staff had worked for 5 to 6 years and 9-10 years with 1 staff working for a limit of 1 to 2 years. This suggests that freight forwarding in Ghana is being run by staff that had not worked for very long with the companies. Table 4.10 shows the working duration distribution of staff in the companies.
Table 4.10 Length of service of staff with the freight forwarding companies

<table>
<thead>
<tr>
<th>Dealing duration of freight forwarding</th>
<th>Transglobal Shipping Limited</th>
<th>Eagle Shipping Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>4</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>1-2 years</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>3-4 years</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>5-6 years</td>
<td>4</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>7-8 years</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>9-10 years</td>
<td>-</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>5</td>
<td>18</td>
</tr>
</tbody>
</table>

4.2 Assessing the perception and expectation of Transglobal Shipping and Eagle Shipping over service quality.

This section deals with extent of perception, customers’ performance perception with regards to service quality (ANOVA and Coefficients) of Transglobal and Eagle shipping.

4.2.1 The extent of perception of performance of service quality by the customers of Transglobal Shipping.

All the responses obtained on performance perception were found to be very reliable. Tangibles, reliability, responsiveness, assurance and empathy all obtained cronbach alpha values of at least 0.705. A mean value of approximately 4.000 was gotten for the entire dimensions (tangibles, reliability, responsiveness, empathy and assurance).
This shows that on the average, the customers agree that tangibles, reliability, responsiveness, empathy and assurance are factored in the perception of performance of Transglobal shipping company. The least standard deviation of 0.482 was recorded for responsiveness. This means the customers of Transglobal have similar views for responsiveness as part of perception of performance of Transglobal shipping.

The highest standard deviation of 0.708 was recorded for reliability which indicates that most of the customers of Transglobal have different views for reliability as part of performance perception of Transglobal shipping. Table 4.11 Represent the extent of perception of service quality in Transglobal.

### Table 4.11: The extent of performance perception of service quality of Transglobal Shipping

<table>
<thead>
<tr>
<th>Service Quality</th>
<th>N</th>
<th>Cronbach Alpha</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangibles</td>
<td>75</td>
<td>0.793</td>
<td>4.027</td>
<td>0.605</td>
</tr>
<tr>
<td>Reliability</td>
<td>75</td>
<td>0.889</td>
<td>3.903</td>
<td>0.708</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>75</td>
<td>0.705</td>
<td>3.996</td>
<td>0.482</td>
</tr>
<tr>
<td>Empathy</td>
<td>75</td>
<td>0.830</td>
<td>3.987</td>
<td>0.493</td>
</tr>
<tr>
<td>Assurance</td>
<td>75</td>
<td>0.715</td>
<td>4.209</td>
<td>0.616</td>
</tr>
</tbody>
</table>

### 4.2.2 Customer perception of performance with regards to service quality of Transglobal Shipping (anova)

The values for the F and P are 33.274 and 0.000 which indicates that there is significant relationship between perception of performance and the overall service quality of Transglobal shipping. This reveals that the perception of performance made up of tangibles, reliability,
responsiveness, empathy and assurance contribute to determine the customer's perception of service quality of Transglobal shipping.

The adjusted R-Square of 0.686 tells that 68.6% of the service quality of Transglobal Shipping is determined by tangibles, reliability, responsiveness, empathy and assurance. See Table 4.12 for detailed comprehension.

Table 4.12: Customer performance perception with regards to service quality of Transglobal Shipping

<table>
<thead>
<tr>
<th></th>
<th>Sum of squares</th>
<th>Df</th>
<th>Mean square</th>
<th>F</th>
<th>Significance value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>14.903</td>
<td>5</td>
<td>2.981</td>
<td>33.274</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>6.181</td>
<td>69</td>
<td>0.090</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>21.084</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

R-Square = 0.707  Adjusted R-Square = 0.686  S.E = 0.299

4.2.3 Customers perception of performance with regards to service quality of Transglobal Shipping (coefficients)

Comparing the value of each factor of perception of performance, the largest determinant of perception of performance in terms of service quality is responsiveness. This is followed by assurance all having P values of 0.000. These two dimensions are followed by empathy, reliability and tangibles according to their significance.

Since the significance values of reliability and tangibles are greater than 0.05, they can be excluded when fitting the model for perception-service quality. Hence the improvement in responsiveness and assurance would definitely improve service quality offered by Transglobal shipping to its customers and improve the image of freight forwarding service in Ghana. Table
4.13 demonstrates customer’s performance perception with regards to service quality (coefficients) of Transglobal shipping.

Perception-service quality model can be fitted as

Let Overall service quality be = Y, Tangibles = X₁, Reliability = X₂, Responsiveness = X₃, Empathy = X₄, Assurance = X₅ and Error term = E

Then \( Y = 0.048 + 0.130X₁ + 0.001X₂ + 0.395X₃ + 0.205X₄ + 0.296X₅ + E \)

Table 4.13: Customers perception of performance with regards to service quality (coefficients) of Transglobal shipping.

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficient</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>0.048</td>
<td>0.341</td>
<td>0.141</td>
<td>0.888</td>
</tr>
<tr>
<td>Tangibles</td>
<td>0.130</td>
<td>0.081</td>
<td>0.147</td>
<td>1.602</td>
</tr>
<tr>
<td>Reliability</td>
<td>-0.001</td>
<td>0.073</td>
<td>-0.002</td>
<td>-0.020</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>0.395</td>
<td>0.101</td>
<td>0.357</td>
<td>3.904</td>
</tr>
<tr>
<td>Empathy</td>
<td>0.205</td>
<td>0.100</td>
<td>0.189</td>
<td>2.055</td>
</tr>
<tr>
<td>Assurance</td>
<td>0.296</td>
<td>0.078</td>
<td>0.342</td>
<td>3.807</td>
</tr>
</tbody>
</table>

4.2.4 The extent of expectation of service quality of Transglobal Shipping.

To determine the reliability of the response of the five factors of expectation for service quality, the factors were subjected to reliability test where the least reliable dimension was tangibles and the most reliable dimension was assurance respectively. The mean value for the dimensions occurred to be approximately 4. This shows that the customers agree that tangibles, reliability, responsiveness, empathy and assurance are very important components of service quality of Transglobal Shipping. The minimum standard deviation is 0.676 for tangibles means that customers have identical knowledge of expectations about the tangibles of Transglobal shipping. The customers have divergent views about assurance, reliability and responsiveness of performance expectations to service quality of Transglobal shipping according to table 4.14

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Cronbach Alpha</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangibles</td>
<td>75</td>
<td>0.807</td>
<td>4.418</td>
<td>0.676</td>
</tr>
<tr>
<td>Reliability</td>
<td>75</td>
<td>0.914</td>
<td>4.347</td>
<td>0.848</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>75</td>
<td>0.795</td>
<td>4.340</td>
<td>0.819</td>
</tr>
<tr>
<td>Empathy</td>
<td>75</td>
<td>0.922</td>
<td>4.313</td>
<td>0.783</td>
</tr>
<tr>
<td>Assurance</td>
<td>75</td>
<td>0.926</td>
<td>4.284</td>
<td>0.889</td>
</tr>
</tbody>
</table>
4.2.5 Customers expectations with regards to service quality of Transglobal Shipping

The relationship existing between performance expectation and service quality is true as shown by the P value which is less than 0.05 and the value for F which is 105.449. This means that tangibles, reliability, responsiveness, empathy and assurance are essential element to determine service quality delivery of Transglobal shipping. 0.876 Adjusted R Square indicates the explanation of 87.6% variation in service quality by performance expectation constituting tangibles, reliability, responsiveness, empathy and assurance. See table 4.15 for details.

<table>
<thead>
<tr>
<th>Sum of squares</th>
<th>Df</th>
<th>Mean square</th>
<th>F</th>
<th>Significance value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>18.644</td>
<td>5</td>
<td>3.729</td>
<td>105.449</td>
</tr>
<tr>
<td>Residual</td>
<td>2.440</td>
<td>69</td>
<td>0.035</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>21.084</td>
<td>74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

R-Square = 0.884 Adjusted R Square = 0.876 S.E = 0.188

4.2.6 Customer expectations with respect to service quality of Transglobal Shipping (coefficients)

Tangibles, responsiveness and assurance are the largest determinants of performance expectation of service quality delivery of Transglobal shipping. See table 4.16.

In order of increasing importance the five dimensions are arranged as follow: empathy, reliability, assurance, responsiveness and tangibles in relation to their significance values. For the construction of expectation-service quality model, reliability and empathy can be ignored because they are not statistical significant. Therefore the expected improvement in tangibles,
responsiveness and assurance will absolutely increase the service quality delivery of Transglobal shipping. Table 4.16 represents the customer performance expectation relating to service quality

<table>
<thead>
<tr>
<th>Table 4.16: Customer expectation relating to service quality</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unstandardized Coefficients</strong></td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td><strong>Constant</strong></td>
</tr>
<tr>
<td><strong>Tangibles</strong></td>
</tr>
<tr>
<td><strong>Reliability</strong></td>
</tr>
<tr>
<td><strong>Responsiveness</strong></td>
</tr>
<tr>
<td><strong>Empathy</strong></td>
</tr>
<tr>
<td><strong>Assurance</strong></td>
</tr>
</tbody>
</table>

Expectation-service quality model can be designed through the following:

Let Expectation- service quality = W, Tangibles = U₁, Reliability = U₂, Responsiveness = U₃, Empathy = U₄, Assurance = U₅ and Error term = E

Then \( W = 1.245 + 0.230U₁ + 0.100U₂ + 0.205U₃ - 0.043U₄ + 0.182U₅ + E \)

4.2.7 The extent of customer perception for the service quality of Eagle Shipping

Tangibles and empathy are not reliable since the cronbachs alpha values are less than 0.700 while reliability, responsiveness and assurance happened to be reliable for effective analysis. An approximated mean value of 4.000 for reliability, responsiveness and assurance shows that customers agree to the fact that these form part of performance perception. The customers tend to have similar views for empathy with least standard deviation among the five dimensions.
However they had different views and opinions concerning reliability and assurance as part of perception of service quality according to table 4.17.

Table 4. 17: The extent of customer perception for service quality of Eagle shipping

<table>
<thead>
<tr>
<th>Service Dimension</th>
<th>N</th>
<th>Cronbach Alpha</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangibles</td>
<td>31</td>
<td>0.621</td>
<td>3.871</td>
<td>0.619</td>
</tr>
<tr>
<td>Reliability</td>
<td>31</td>
<td>0.791</td>
<td>3.645</td>
<td>0.608</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>31</td>
<td>0.765</td>
<td>4.065</td>
<td>0.306</td>
</tr>
<tr>
<td>Empathy</td>
<td>31</td>
<td>0.579</td>
<td>4.161</td>
<td>0.270</td>
</tr>
<tr>
<td>Assurance</td>
<td>31</td>
<td>0.805</td>
<td>4.065</td>
<td>0.602</td>
</tr>
</tbody>
</table>

4.2.8 Customer perception on performance with regards to service quality of Eagle Shipping

The significance value of 0.000 clearly indicates that there is dependency between customer performance perception and the entire service quality delivery of Eagle shipping. This means that tangibles, reliability, responsiveness, empathy and assurance all contribute to determine the service quality of Eagle shipping. The adjusted value of 0.914 shows that 91.4% of service quality in Eagle Shipping is determined by tangibles, reliability, responsiveness, empathy and assurance of performance perception. See table 4.18.
Table 4.18: Customer perception in relation with service quality of Eagle shipping (ANOVA)

<table>
<thead>
<tr>
<th></th>
<th>Sum of squares</th>
<th>Df</th>
<th>Mean square</th>
<th>F</th>
<th>Significance value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3.168</td>
<td>5</td>
<td>0.634</td>
<td>64.613</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>0.245</td>
<td>25</td>
<td>0.010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3.413</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

R- Square = 0.928    Adjusted R-Square = 0.914   S.E = 0.099

4.2.9 Customer perception with regards to service quality of Eagle Shipping

The largest determinant among the five dimensions in designing the perception-service quality of Eagle shipping is assurance which is preceded by reliability, tangibles, empathy and responsiveness in order of significance value with reference to table 4.19. Therefore in fitting the model for perception-service quality only empathy could be discarded. Hence improvement in assurance, reliability, tangibles will greatly improve service quality delivery of Eagle shipping.

Table 4.19: Customer perception with regards to service quality of Eagle shipping (coefficients)

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficient</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>0.524</td>
<td>0.301</td>
<td></td>
<td>1.740</td>
</tr>
<tr>
<td>Tangibles</td>
<td>0.169</td>
<td>0.035</td>
<td>0.311</td>
<td>4.799</td>
</tr>
<tr>
<td>Reliability</td>
<td>0.171</td>
<td>0.039</td>
<td>0.308</td>
<td>4.438</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>0.204</td>
<td>0.037</td>
<td>0.364</td>
<td>2.308</td>
</tr>
<tr>
<td>Empathy</td>
<td>0.121</td>
<td>0.077</td>
<td>0.110</td>
<td>1.560</td>
</tr>
<tr>
<td>Assurance</td>
<td>0.215</td>
<td>0.093</td>
<td>0.173</td>
<td>5.584</td>
</tr>
</tbody>
</table>

The perception-service quality for Eagle shipping can be fitted as
Let Overall Perception-service quality = T, Tangibles = V₁, Reliability = V₂, Responsiveness = V₃, Empathy = V₄, Assurance = V₅ and Error term = E

Then \[ T = 0.524 + 0.169V₁ + 0.171V₂ + 0.204V₃ + 0.121V₄ + 0.215V₅ + E \]

4.2.10 The extent of performance expectation for service quality of Eagle Shipping

The reliability test for the five dimensions under the expectation of service quality revealed that reliability and responsiveness are not reliable for the analyzing expectations for scoring cronbachs values of 0.511 and 0.488. It is also observed that assurance, empathy and tangibles are reliable recording cronbach values above 0.700. An equivalent mean value of 4.000 for tangibles, reliability, responsiveness, empathy and assurance means that the customers agree to expectations consisting of tangibles, reliability, responsiveness, empathy and assurance to the service quality of Eagle shipping. The highest standard deviation is 0.659 for tangibles shows that customers of Eagle shipping have varied views and opinions for tangibles as expected for service quality delivery. The customers have identical knowledge about the expected responsiveness of service quality of Eagle shipping according to table 4.20.

**Table 4.20: The extent of expectation for service quality of Eagle shipping**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Cronbach Alpha</th>
<th>Mean</th>
<th>Std. deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangibles</td>
<td>31</td>
<td>0.705</td>
<td>4.075</td>
<td>0.659</td>
</tr>
<tr>
<td>Reliability</td>
<td>31</td>
<td>0.511</td>
<td>3.879</td>
<td>0.376</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>31</td>
<td>0.488</td>
<td>4.113</td>
<td>0.280</td>
</tr>
<tr>
<td>Empathy</td>
<td>31</td>
<td>0.708</td>
<td>4.056</td>
<td>0.519</td>
</tr>
<tr>
<td>Assurance</td>
<td>31</td>
<td>0.786</td>
<td>4.247</td>
<td>0.403</td>
</tr>
</tbody>
</table>
4.2.11 Customer expectation with regards to service quality in Eagle Shipping (anova)

There is statistical significant dependency between customer expectations and service quality delivery with P value less than 0.05 as revealed in table 4.21. This suggests that tangibles, reliability, responsiveness, empathy and assurance contributively determine the expected service quality which must be achieved by Eagle shipping. 91.3% variations in the service quality delivery are elaborated by the expected tangibles, reliability, responsiveness, empathy and assurance. See table 4.21 for details.

Table 4.21: Customer expectation with regards to service quality of Eagle shipping (ANOVA)

<table>
<thead>
<tr>
<th>Sum of squares</th>
<th>Df</th>
<th>Mean square</th>
<th>F</th>
<th>Significance value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3.165</td>
<td>5</td>
<td>0.633</td>
<td>63.768</td>
</tr>
<tr>
<td>Residual</td>
<td>0.248</td>
<td>25</td>
<td>0.010</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3.413</td>
<td>30</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

R-Square = 0.927    Adjusted R Square = 0.913 S.E = 0.099

4.2.12 Customer expectation with regards to service quality in Eagle Shipping (coefficients)

Comparing the values of each dimension of performance expectation, the largest factor of service quality is reliability which followed by assurance, tangibles, empathy and responsiveness with reference to table 4.22. Therefore responsiveness could be eliminated when designing the regression model for expectation-service quality. Hence the expected improvement in reliability will have an influence in improving the service quality of Eagle shipping. Table 4.22 demonstrates the customer expectation for service quality.
Table 4.22: Customer expectation with regards to service quality in Eagle (coefficients)

<table>
<thead>
<tr>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficient</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td><strong>Constant</strong></td>
<td>0.271</td>
<td>0.281</td>
<td>0.963</td>
</tr>
<tr>
<td><strong>Tangibles</strong></td>
<td>0.156</td>
<td>0.036</td>
<td>0.305</td>
</tr>
<tr>
<td><strong>Reliability</strong></td>
<td>0.306</td>
<td>0.075</td>
<td>0.341</td>
</tr>
<tr>
<td><strong>Responsiveness</strong></td>
<td>0.162</td>
<td>0.045</td>
<td>0.250</td>
</tr>
<tr>
<td><strong>Empathy</strong></td>
<td>0.057</td>
<td>0.086</td>
<td>0.047</td>
</tr>
<tr>
<td><strong>Assurance</strong></td>
<td>0.243</td>
<td>0.058</td>
<td>0.291</td>
</tr>
</tbody>
</table>

The regression model for Expectation-service quality could be constructed by:

Let Overall Expectation-service quality = Q, Tangibles = R1, Reliability = R2, Responsiveness = R3, Empathy = R4, Assurance = R5 and Error term = E

Then Q = 0.271 + 0.156R1 + 0.306R2 + 0.162R3 + 0.057R4 + 0.243R5 + E

4.3 Rating of quality of service delivery by departments in Transglobal and Eagle Shipping.

To establish the service quality provided by the departments in the companies, the customers were asked to rate the services of the various departments of the companies on the scale of 1-6 (1 = Very poor, 2 = Poor, 3 = Reasonable, 4 = Good, 5 = Very good, 6 = Excellent)

4.3.1 Rating of service quality in the various departments of Transglobal Shipping.

Transglobal shipping is made up of Logistic, Export, Consolidation, Warehousing/Ex-warehouseing and Accounts departments. The mean rating values for the departments are nearest to 5.00. This denotes that the customers felt that all the departments of the Transglobal have very
good service quality delivery. In order of performance per service quality delivery, the departments were ranked as follows: Logistics, Export, Warehousing/Ex-warehousing, Accounts and Consolidation with their standard error respectively shown in table 4.23.

**Table 4.23: Rating of service quality in the departments of Transglobal shipping**

<table>
<thead>
<tr>
<th>Department</th>
<th>Mean</th>
<th>S.E of Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics</td>
<td>4.67</td>
<td>0.106</td>
</tr>
<tr>
<td>Export</td>
<td>4.60</td>
<td>0.095</td>
</tr>
<tr>
<td>Consolidation</td>
<td>4.45</td>
<td>0.103</td>
</tr>
<tr>
<td>Warehousing/Ex-warehousing</td>
<td>4.51</td>
<td>0.094</td>
</tr>
<tr>
<td>Accounts</td>
<td>4.49</td>
<td>0.113</td>
</tr>
</tbody>
</table>

4.3.2: **Rating of service quality in the various departments of Eagle Shipping**

The research also investigated the performance of the departments of Eagle Shipping in terms of service quality delivery. The mean outputs were: Logistics (5.00), Consolidation (4.74), Warehousing/Ex-warehousing (4.74), Export (4.71) and Accounts (4.71). Approximately the service quality delivery in the departments is very good with Logistics taking the lead and Export at the bottom. Refer to Table 4.24 for illustration.
Table 4.24: Rating of service quality in the departments of Eagle shipping

<table>
<thead>
<tr>
<th>Department</th>
<th>Mean</th>
<th>S.E of Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics</td>
<td>5.00</td>
<td>0.147</td>
</tr>
<tr>
<td>Export</td>
<td>4.71</td>
<td>0.115</td>
</tr>
<tr>
<td>Consolidation</td>
<td>4.74</td>
<td>0.131</td>
</tr>
<tr>
<td>Warehousing/Ex-warehousing</td>
<td>4.74</td>
<td>0.131</td>
</tr>
<tr>
<td>Accounts</td>
<td>4.71</td>
<td>0.124</td>
</tr>
</tbody>
</table>

4.4 The most important dimensions of service quality in Transglobal and Eagles Shipping

In the research the respondents were asked to identify the most important dimensions of service quality amongst tangibles, reliability, responsiveness, empathy and assurance.

4.4.1 The most important dimensions of service quality by Transglobal Shipping customers

Almost all of the customers answered yes to reliability, empathy and responsiveness as the most important dimensions of service quality in Transglobal shipping. This is further illustrated in table 4.25

Table 4.25: The most important dimensions of service quality in the Transglobal shipping

<table>
<thead>
<tr>
<th>Attributes/dimensions of service quality</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangibles</td>
<td>9</td>
<td>12.0</td>
</tr>
<tr>
<td>Reliability</td>
<td>56</td>
<td>74.7</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>29</td>
<td>38.7</td>
</tr>
<tr>
<td>Empathy</td>
<td>35</td>
<td>46.7</td>
</tr>
<tr>
<td>Assurance</td>
<td>5</td>
<td>6.7</td>
</tr>
</tbody>
</table>
4.4.2 The most important dimensions of service quality by Eagle Shipping customers

The factors of service quality rated by Eagle shipping customers scored frequency-percentage of: reliability 21 (67.7%), responsiveness 15 (48.4%) and Assurance 26 (83.9%). This means that the customers of Eagle shipping said the most important dimensions of service quality are assurance, reliability and responsiveness. Table 4.26 demonstrates this.

Table 4.26: The most important dimensions of service quality in Eagle shipping

<table>
<thead>
<tr>
<th>Attribute/dimensions of service quality</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangibles</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Reliability</td>
<td>21</td>
<td>67.7%</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>15</td>
<td>48.4%</td>
</tr>
<tr>
<td>Empathy</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Assurance</td>
<td>26</td>
<td>83.9%</td>
</tr>
</tbody>
</table>

4.5 The single most important factor of service quality in Transglobal and Eagle Shipping

Both Transglobal and Eagle shipping customers were asked to state the most relevant factor in the service quality delivery of companies. Section 4.5.1 and 4.5.2 explains the results.

4.5.1 The single most important dimensions of service quality in Transglobal Shipping by their customers

The study revealed that reliability was the most important dimension of service quality delivery for Transglobal shipping Limited customers who responded. Figure 4.1 illustrates this, suggesting that the customers wanted a company they could depend on and trust for accurate service, above all else in the execution of their service delivery.
4.5.2 The most important dimension of service quality in Eagle Shipping by their customers

In the case of Eagle shipping, the results also showed that reliability was the most important factor of the service quality delivery to the customers of the company. This is illustrated by figure 4.2 and mirrors what Transglobal Shipping customers thought.

Figure 4.2: The most important dimension of service quality in Eagle shipping
4.6 Rating of the overall service quality of Transglobal and Eagle Shipping customers

Customers of both companies were made to rate the overall service quality delivery on a likert scale of 1-6 (1= Very poor, 2= Poor, 3= Reasonable, 4= Good, 5= Very good, 6= Excellent). Section 4.6.1 and section 4.6.2 present the findings.

4.6.1 Rating of overall service quality of Transglobal Shipping by customers

Customers of Transglobal shipping based on their experience acquired in transactions with the company expressed their views on the overall service quality which had a mean value of 4.63 and an S.E of 0.084. This suggests that the overall service quality according to 57.3% of the customers of Transglobal was very good as illustrated by figure 4.3. Another 28.0% described their service experience as good.

6.7% of the customers thought the service they had received from Transglobal had been excellent while a further 8.0% said the service had been reasonable.
4.6.2 Rating of overall service quality of Eagle Shipping by customers

To determine the effective and efficient service delivery, the customers were queried to rate the entire service quality of Eagle shipping. The result disclosed the mean value of 4.84 and a standard deviation of 0.161 proposed that the overall service quality of Eagle shipping is very good according to figure 4.4.

This suggests that the overall service quality according to 54.8% of the customers of Eagle was very good as illustrated by figure 4.4. Another 19.4% described their service experience as excellent but rather significantly 6.4% of the customers felt the service they received was just reasonable or poor.
4.7 The single most important parameter of service quality of Transglobal and Eagle Shipping by staff

To ensure further emphasis on the single most important dimension of service quality of both companies, the staff of both companies was also asked about their stand on this issue. Section 4.7.0 and 4.7.1 illustrates the outcome.

4.7.0 The single most important dimension of service quality of Transglobal Shipping by staff

With reference to figure 4.5 Transglobal Shipping staff indicated assurance (46.2%) as being the highest performance dimension of service quality. This suggests staff of Transglobal shipping believe that assurance is the largest determinants of service quality in Transglobal shipping.
4.7.1 The single most important parameter of service quality by Eagle Shipping staff

Referring to figure 4.6, reliability (60.0%) proved to be highest factor of service quality of Eagle shipping as provided by the staff of the company followed by assurance. This contrasts with staffs of Transglobal Shipping who choose assurance as the most significant dimension of service quality but mirrors what both companies customers thought.
4.7.2 Overall service quality rated by staff of Transglobal and Eagle Shipping

On the scale of 1-6 (1= Very poor, 2= Poor, 3= Reasonable, 4= Good, 5= Very good, 6= Excellent), the staff of Transglobal and Eagle shipping were asked to rate the entire service quality. The findings are narrated by section 4.7.1 and 4.7.2 respectively.

4.7.3 Overall service quality as rated by staff of Transglobal Shipping

A 4.62 mean value and 0.241 standard error of the mean obtained indicates that staff of Transglobal shipping rated the entire service quality of their company as very good even though good and very good scale received the same total frequency. See figure 4.7. Significantly 7.7% of the staff thought their service was reasonable which might suggest there is room for further development in some areas of service delivery.

Figure 4.7: Entire service quality rated by staff of Transglobal shipping

![Pie Chart]

Mean = 4.62  S.E of Mean = 0.241
4.7.4 Overall service quality as rated by staff of Eagle Shipping

Generally, Eagle shipping staff also suggested that their service quality delivery is very good with only one staff assessing it as excellent. A mean values of (5.20) and standard error of mean (0.200) confirm this per figure 4.8. This contradicts what 3.2% of their customers thought of their service as Poor, with another 3.2% rating the service as reasonable. This suggests a slight disconnect between those customers expectation and the staff perception of the service rendered.

This apparent disconnect may indicate the beginnings of a deterioration of service quality for Eagle Shipping and at the very least may be grounds for further studies to establish why these customers thought the service was poor with a view to initiating corrective measures to prevent this discontent growing amongst other customers.

Figure 4.8: Overall service quality of Eagle shipping rated by their staff

Mean = 5.20  S.E of Mean = 0.200
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter sums up the entire study with the view to establish whether the work did achieve the set aims and objectives. It also highlights the various approaches and processes that went into making the study an exhaustive piece of research. A few recommendations are also proposed to further the course of knowledge acquisition.

5.1 Summary of Findings

The study identified and examined the key issues of freight forwarding service in Ghana using the dimensions of the SERVQUAL model. The effect of these dimensions on the satisfaction of customers was also determined, giving more insight into how the freight forwarder customer’s perceptions of service quality actually influence the way they view the service they receive.

The main categories of freight forwarding customers (90% importers and 10% exporters) gave their views on the service quality dimensions and how they impact on their satisfaction and with their dealings with Transglobal and Eagle shipping. The results clearly showed that Transglobal Shipping customers thought reliability was the most significant dimension of the quality of service they received.

Eagle Shipping customers also thought reliability was the most significant dimension of the quality of service they received.
Customers of Transglobal Shipping identified reliability, empathy and responsiveness as the three most significant dimension of service quality while for Eagle Shipping customers it was reliability, responsiveness and assurance.

It is not clear why Eagle Shipping customers rather picked assurance in Table 4.26 rather than empathy picked by Transglobal Shipping customers. Even more curious is the inconsistency also exhibited by Transglobal Shipping customer in their view of the most important dimensions of service as reliability responsiveness and empathy per Table 4.25 only to rank assurance over empathy in Figure 4.1 when asked on the single most important factor.

It is possible that both Transglobal and Eagle shipping respondents were unable to distinguish effectively between the dimensions of empathy and assurance hence the apparent inconsistencies in the choices made by them on these two dimensions. This could also be just an anomaly that would need to be further investigated to establish how the dimensions of empathy and assurance were understood by the respondents.

While staff of Eagle Shipping agreed with their customers that reliability was the most significant dimension of service quality, staff of Transglobal Shipping rather felt Assurance was more significant than reliability, even though their customers disagreed.

The data also revealed that between 85% and 90% of the customers perceived the overall service quality of both companies as good, very good or excellent which contradicts the initial basis of this research that the quality of service was perceived as poor by the customers.
Further research is suggested, covering more respondents, to determine if customers felt the service they received was good because it really was, or they had modest expectations, or if their perceptions had been shaped to their perceived reality of the industry.

There is also need for Eagle Shipping management to conduct follow up studies on the marginal 3.2% of their customers who felt the service rendered them was poor with a view to initiate corrective measures that would address these customers grievances and narrow any service delivery and expectation gaps.

This study also discovered that 100% of the staff of both freight forwarding companies have secondary school qualification or less while as much as 84% of the customer respondents had a university graduate qualifications or even post graduate. This is significant as there could possibly be a correlation between the educational qualification of freight forwarding staff and the quality of service they provide, especially to a well enlightened customer base.

A further study is thus suggested to determine if any correlations exist between the educational qualifications of freight forwarding staff and the quality of service such staff provide, especially to a well educated customer base.

For both Transglobal and Eagle shipping, their logistics department was assessed by their customers as the best performing department in terms of quality of service, possibly because of the close interaction between this department and the customers in the delivery of freight forwarding service.
This study also revealed that customers of Transglobal felt that the company should make improvements in the service quality factors of responsiveness and assurance to improve the perception of their service. For Eagle Shipping their customers felt that they should improve empathy, reliability and tangibles aspects of the service delivery.

5.2 Limitation of the study

The researcher had to make a lot of sacrifices in time and resources, the two most important and scarce commodities which were needed to make the study achieve its stated objectives. But for the limited financial resource, the sample size could have been increased to cover more customers of other freight forwarding organizations operating in Ghana.

I must consequently admit that these study’s findings of customers from just Transglobal and Eagle Shipping may make it harder to generalize findings to cover the entire freight forwarding industry in Ghana.

5.3 Conclusions

Notwithstanding the limitations, the study makes a useful contribution to the literature by establishing a framework and empirical findings that have significant implications for Transglobal Shipping, Eagle Shipping and possible the entire Freight forwarding industry in Ghana.

In this regard, the research has been able to establish that the relational, process or extended aspects of freight forwarding service that are considered vital to quality delivery and perception (Surprenant and Solomon, 1987) must be given top priority by all freight forwarding agencies operating in the country.
These processes include prompt delivery, fulfilling promises by certain times and at the times promised, unrestrained access to service and personnel, insisting on error free records, timely cost effective service, friendly environment, accurate and rapid information flow and being proactive, attentive to the customer and performing the service right the first time,

The high percentage of responses received from respondents on these aspects of service show the extent to which these issues directly impact on the satisfaction of customers and subsequently their perceptions as well as the choices they make in choosing which freight forwarder to work with.

As evidenced by the findings, the customers of both companies were delighted to a very large extent by the relational aspects of the service quality they received, such as, promptness, communication, relationship, empathy and tangibles as categorized by existing empirical evidence (Levesque and McDougall, 1996; Parasuraman et al., 1991). The core service dimension of reliability, however, still remains the most significant feature as purported by the respondents.

However, further research might probably be in the right direction to buttress these findings especially over a wider sample selection.

In general, the expectations of both Transglobal and Eagle Shipping customers on service quality items as suggested by Parasuraman et al. (1988) were higher than their perceptions. The largest discrepancy between expectations and perceptions of Transglobal and Eagle shipping customers were in terms of the “responsiveness-
empathy” dimension. To the customers, the employees prompt attention and understanding exemplifies quality service.

Transglobal and Eagle shipping customers clearly expect prompt service and will not tolerate delays in response times. They also want a high degree of interaction with the company’s staff that are sensitive to their needs and expect personalized service.

Interactions between the customer and the service organization lie at the heart of service delivery. The findings indicate that customer/employees contact plays an important role in affecting customer perception of service quality.

Furthermore Transglobal and Eagle shipping staff must not ignore the tangible dimensions of service quality as customers are likely to make inferences about overall service quality on the basis of tangible cues that surround the service delivery environment.

5.4 Suggestions/Recommendations

Since it is more expensive to find and attract a new customer than it is to retain an existing one (Schlesinger and Heskett, 1991), Transglobal and Eagle shipping management need to redefine the way their freight forwarding service is provided to one that emphasizes service quality by introducing standards for service excellence.
This study has shown that customers are looking for freight forwarders that are reliable, keep their promises, provide prompt service and have employees that are competent and always willing to help the customer.

It will be very beneficial for Transglobal and Eagle shipping, due to the highly critical nature of the employee-customer relationship, to include input from employees on what constitutes “service excellence”.

Both organizations need to invest in employee training programs that will provide employees with an understanding of service culture and service excellence.

Employee training programs should pay particular attention to “interpersonal communication” and “customer care” factors, in order to be able to meet the customers’ need for “personalized service” and promptly recover service failures if they do occur.

The company must ensure that the service delivered is consistent with the service promised. This will result in high customer satisfaction and retention, extend the zone of customer tolerance for service failures, increase recommendations about the company to others and increase customer loyalty (Parasuraman et al., 1991; Reichheld, 1996).

This study did not consider what effect, if any, that other major stake holders in the Maritime industry might have on the quality of service delivery of freight forwarders. To this end this researcher recommends further study on the effects of such bodies like Shipping lines, Customs, Ghana Port and Harbours Authority, Ghana Maritime Agency and the Shippers Authority on the quality of service provided by freight forwarders.
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APPENDIX A

QUESTIONNAIRE FOR TRANSGLOBAL AND EAGLE SHIPPING

CUSTOMER SERVICE QUALITY IN THE GHANA FREIGHT FORWARDING INDUSTRY: A CASE STUDY OF TRANSGLOBAL SHIPPING & EAGLE SHIPPING

Dear Respondent,

This questionnaire is designed to seek your opinion on the quality of customer service you have enjoyed from Transglobal/Eagle Shipping between January 2008 and December 2010 and what your expectations of quality service from a top freight forwarding company are. It is part of a study for the award of a Master of Arts Degree at the Regional Maritime University.

This questionnaire is divided into three sections: A-About your profile; B-Your perception of quality of service from Eagle Shipping as well as your Expectations of what that service should be; C-Your ratings of varying service areas and recommendations.

You are assured that your responses will be used for this purpose only and your anonymity well preserved

Please spare some time from your busy schedule to complete this questionnaire by ticking the appropriate answer, or by writing your answer in the space provided. Thank You for your kind cooperation.

SECTION A RESPONDENTS PROFILE

a. RESPONDENTS POSITION

b. OCCUPATION:

c. AGE GROUP: (a) 18-26yrs (b) 27-35yrs (c) 36-44yrs (d) 45yrs+

d. GENDER: (a) MALE (b) FEMALE

e. EDUCATIONAL LEVEL (a) Elementary (b) Secondary (c) Tertiary (d) Post Graduate

f. How long have you been dealing with freight forwarding organizations?
Please use the scale which ranges from 1, strongly disagree to 5, strongly agree to answer SECTION B below.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Strongly agree
5

**SECTION B**

**YOUR PERCEPTION OF EAGLE SHIPPING PERFORMANCE**

Quality Dimensions

<table>
<thead>
<tr>
<th>Tangibles</th>
<th>Rate by Ticking (X)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.1 Eagle physical facilities are visually appealing</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Q.2 Eagle employees are dressed neatly</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Q.3 Eagle has modern looking equipment</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reliability</th>
<th>Rate by Ticking (X)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.4 When Eagle promises to do something by a certain time, it does so.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Q.5 Eagle provides its services at the time it promises to do so</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Q.6 Eagle insists on error-free records</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Q.7 Eagle performs the service right the first time</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
Responsiveness
Q.8 Employees in Eagle give you prompt service
Q.9 Employees in Eagle tell you exactly when the services will be performed
Q.10 Employees in Eagle are always willing to assist

Empathy
Q.11 Eagle has employees who give you personal attention
Q.12 The employees of Eagle understand your specific needs
Q.13 Eagle gives you individual attention
Q.14 Eagle has your best interest at heart

Assurance
Q.15 You feel safe with your transaction with Eagle Shipping
Q.16 Employees of Eagle are consistently courteous when transacting business
Q.17 Employees of Eagle have knowledge to explain and answer your question

YOUR EXPECTATIONS OF AN EXCELLENT FREIGHT FORWARDING ORGANISATION

Tangibles
Q.18 Excellent freight forwarders staff are dressed neatly
Q.19 Excellent freight forwarders have physical
facilities that are visually appealing  

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent freight forwarders have modern looking equipment</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

**Reliability**  

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>When excellent Freight forwarders promise to do something by a certain time, they do so</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Excellent freight forwarders provide their services at the time they promise to do so</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Excellent freight forwarders insist on error-free records</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Excellent freight forwarders perform the service right the first time.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

**Responsiveness**  

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees of excellent freight forwarders give prompt service</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Excellent freight forwarders employees tell you exactly when the service will be performed</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

**Empathy**  

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees of excellent freight forwarders give personal attention</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Excellent freight forwarders employees understand your specific needs</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Employees of excellent freight forwarders give individual attention</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>Excellent freight forwarders have your interest at heart</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
Assurance

Q.32 Customers of excellent freight forwarders will feel safe with their transactions

Q.33 Excellent freight forwarders employees are consistently courteous with customers

Q.34 Employees of excellent freight forwarders have knowledge to answer customers

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

SECTION C

YOUR RATING OF EAGLE SHIPPING SERVICE DELIVERY IN VARYING DEPTS.

Q.35 How would you rate the various departments in terms of service delivery from a scale of 1 to 6?

<table>
<thead>
<tr>
<th>V. Poor</th>
<th>Poor</th>
<th>Reasonable</th>
<th>Good</th>
<th>V.Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

LOGISTICS (Documentation/ Inspection processing; GCNET, Long Room; Clearing speeds after duty paid)

EXPORT/TRANSIT (Container positioning; Speed of processing and receipt of Documentation; Re-export)

CONSOLIDATION (Speed of service delivery and charges)

WAREHOUSING/EX WAREHOUSING (Speed of Duty advice, payment and delivery of documents)

ACCOUNTS (Speed of and Accuracy of Billings; Charges & Resolution of queries)

Q.36 What in your opinion are the most important attributes of service quality in the freight forwarding industry? You can choose more than one variable

(a) Tangibles  (b) Reliability  (c) Responsiveness  (d) Assurance  (e) Empathy  (f) Any other?
Q.37 What is the single most important parameter you would consider as a sign of service quality?

(a) Tangibles  (b) Reliability  (c) Responsiveness  (d) Assurance  (e) Empathy  (f) Any other (specify)

Q.38 On a scale of 1-6 how would you rate the overall service quality of Eagle shipping?

<table>
<thead>
<tr>
<th>V. Poor</th>
<th>Poor</th>
<th>Reasonable</th>
<th>Good</th>
<th>V.Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Q.39 Will you continue to transact business with Eagle shipping in the near future?

YES

If NO please go to Q. 40

If YES please go to Q.41

Q.40 Why are you planning to stop business dealings with Eagle shipping?

(a) Unfriendly staff  (b) Poor Performance  (c) Undue delays  (d) High Charges

(c) Do not have your interest at heart  (f) others (specify)

Q.41 Would you recommend Eagle shipping to other people?

YES

NO

Q.42 What would you suggest/recommend for Eagle shipping to do that could improve their service and retain its loyal customers like you and to attract other potential clients?

..............................................................................................................................................

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APPENDIX B

QUESTIONNAIRE FOR STAFF OF TRANSGLOBAL & EAGLE SHIPPING

CUSTOMER SERVICE QUALITY IN THE GHANA FREIGHT FORWARDING INDUSTRY: A CASE
STUDY OF TRANSGLOBAL SHIPPING & EAGLE SHIPPING

Dear Staff,

This questionnaire is designed to seek your opinion and views on the quality of customer service in Transglobal Shipping between January 2008 and December 2010. It is part of a study for the award of a Master of Arts Degree at the Regional Maritime University.

This questionnaire is divided into three sections: A-About your profile; B-Your perception of quality of service in Transglobal shipping in general; C-Your advice and recommendations, If any as to the way forward.

You are assured that your responses will be used for this purpose only.

Please spare some time from your busy schedule to complete this questionnaire by ticking the appropriate answer, or by writing your answer in the space provided. Thank You for your kind cooperation.

SECTION A RESPONDENTS PROFILE

a. RESPONDENTS POSITION

b. OCCUPATION

c. AGE GROUP: (a) 18-26yrs (b) 27-35yrs (c) 36-44yrs (d) 45yrs+

d. GENDER: (a) MALE (b) FEMALE

e. EDUCATIONAL LEVEL (a) Elementary (b) Secondary (c) Tertiary (d) Post Graduate

f. How long have you been working with TGS/EAGLE SHIPPING?
Please use the scale which ranges from 1, Strongly disagree to 5, Strongly agree to answer SECTION B below

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Strongly agree

5

SECTION B

YOUR PERCEPTION OF TRANSGLOBAL SHIPING PERFORMANCE

Quality Dimensions

Rate by Ticking (X)

Tangibles

Q.1 TGS physical facilities are visually appealing

Q.2 TGS employees are dressed neatly

Q.3 TGS have modern looking equipment

Reliability

Q.4 When TGS promises to do something by a certain time, they do so.

Q.5 TGS provide their services at the time they promise to do so.

Q.6 TGS insists on error-free records

Q.7 TGS performs the service right the first time
<table>
<thead>
<tr>
<th>Responsiveness</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.8 Employees in TGS give prompt service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q.9 Employees in TGS tell exactly when the services will be performed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Q.10 Employees in TGS are always willing to assist</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Empathy</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Q.11 TGS have employees who give The clients personal attention</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Q.12 The employees of TGS understand clients specific needs</td>
<td></td>
<td></td>
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<tr>
<td>Q.13 TGS gives clients individual attention</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q.14 TGS have the clients best interest at heart</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assurance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Q.15 If you were a client would feel safe with your Transaction with TGS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q.16 Employees of TGS are consistently courteous when transacting business</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Q.17 Employees of TGS have knowledge to explain and answer your question</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
SECTION C

YOUR RATING OF TGS SERVICE DELIVERY IN VARYING DEPTS.

Q. 18 How would you rate the various departments in terms of service delivery from a scale of 1 to 6?

<table>
<thead>
<tr>
<th>V. Poor</th>
<th>Poor</th>
<th>Reasonable</th>
<th>Good</th>
<th>V.Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

LOGISTICS (Documentation/ Inspection processing; GCNET, Long Room; Clearing speeds after duty paid)

EXPORT/TRANSIT (Container positioning; Speed of processing and receipt of Documentation; Re-export)

WAREHOUSING/EXWAREHOUSING (Speed of service delivery and charges)

CONSOLIDATION (Speed of service delivery and charges)

ACCOUNTS (Speed of and Accuracy of Billings; Charges & Resolution of queries)

Q. 19 What in your opinion are the most important attributes of service quality in TGS? You can choose more than one variable

(a) Tangibles  (b) Reliability  (c) Responsiveness  (d) Assurance  (e) Empathy  (f) Any other?

Q. 20 What is the single most important parameter you would consider as a sign of service quality in TGS?

(a) Tangibles  (b) Reliability  (c) Responsiveness  (d) Assurance  (e) Empathy  (f) Any other?

Q. 21 On a scale of 1-6 how would you rate the overall service quality of Transglobal shipping?

<table>
<thead>
<tr>
<th>V. Poor</th>
<th>Poor</th>
<th>Reasonable</th>
<th>Good</th>
<th>V.Good</th>
<th>Excellent</th>
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</thead>
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<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Q. 22 What are 3 things you would say are responsible for poor/great service delivery in TGS?

1.

2.

3.
Q.23 What would you suggest/recommend for TGS to do that could improve their service and retain its loyal customers?