Customer Relationship Management (CRM) and Passengers' Satisfaction of Akwa Ibom State Transport Company (AKTC) Services in Akwa Ibom State.

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ABSTRACT

This work examined the effect of Customer Relationship Management on Passengers' Satisfaction of AKTC services. The problem of the study is CRM policies coupled with environmental opportunities due to weak CRM dimensions such as shared values, bonding, and dealing with conflicts, tangibility, and commitment that directly lead to poor passengers' satisfaction of service delivery. The population of the study was infinite, and the sample size used for the study was 384 and was derived using Smith (2000) formula. Survey research design was employed, and the instrument of data collection was questionnaires, tables and simple percentage methods were adopted to analyze the research questions. The simple regression technique was used to test hypotheses. The findings of the study revealed that there is significant effect of shared values on Passengers Satisfaction of AKTC Services. The result showed that there is a significant effect of tangibility on passengers' satisfaction of AKTC services. Findings revealed amongst others that; (i) There is a significant of shared values on passengers' satisfaction of AKTC Services (ii) There exist a significant influence of dealing with conflicts on passengers' satisfaction of AKTC Services (iii) There is a significant effect of tangibility on passengers' satisfaction of AKTC Services. Based on the above findings, the study concluded that there was a positive and significant effect of customer relationship management on passengers' satisfaction of AKTC services. Recommendations were that the shared values between the management and passengers of AKTC should be sustained. The physical facilities, equipment, and appearance of staff of AKTC should be attractive to passengers. There is need for AKTC to embark on orientation programmes with the passengers, which would create those specific intentions and behaviours characterized with the purpose of realizing value for both parties in the long run.

Keywords: Customer relationship management, Shared values, Bonding, Conflicts management, Tangibility, Commitment, Passengers' Satisfaction

INTRODUCTION

Customers are the pivot upon which the success of any business is built, thus providing revenue and stability for the business. Every organization depends on the customers to achieve its desired goals. Organization exists to fulfill the needs of the customers while the customers make it possible for businesses to achieve their goals (Akpan, et al., 2024a). The creation of customer value and building profitable relationships entail understanding consumer needs and wants, deciding which target markets organization can serve best and developing a compelling value proposition by which organization can attract, keep, and grow the business.

Organizations that do these things well will reap rewards in terms of market share, profit, and customers loyalty. According to Kotler and Keller (2013), marketers must learn the art of creating customer values and managing customer's relationships.

Outstanding marketing companies understand the marketplace and customers' needs, design value-creating marketing strategies, develop integrated marketing programs that deliver customers value and delight, and build strong customer relationships (Akpan et al, 2024b). In return, they have value from customers in the form of sales, profits, and loyalty. To ensure the creation of value and customer satisfaction, there is need for effective customer relationship management. Customers' service is a series of activities designed to enhance the level of customer satisfaction (Mensah, 2018). The focus of every organization is to satisfy the needs and wants of its customers if it must stay in business and meets its corporate goals. To achieve this, effective customer relationship management is necessary.

Mbaka and Mungambi (2014) described transportation as an essential part of human activity and in many ways forms the basis of all socioeconomic interactions". Indeed, no two locations will interact effectively without a viable means of movement. World demand for transport services is growing rapidly. For example, global demand for passengers' transport services is predicted to grow from 26 trillion passenger kilometers in 1990 to 103 trillion passenger kilometers in 2050 on average (Schafer & Victor, 1997). In recent years, the Nigeria transportation industry has recorded an influx of firms and the quest for greater market share had shifted these firms from the state of complacency to the state of competitiveness (Salim, 2010).

Customer satisfaction is an important notion in transport sector, since it measures how well a service or product meets or exceeds a customer's expectations (Akpan, 2023; Ufot et al., 2024). Customer Relationship Management (CRM) focuses on retaining, satisfying and developing relationship with valuable customers (Payne & Frow, 2006). CRM evolved from business processes and the increased emphasis is on improved customer retention and relationship through the effective management of customer relationship. In highly competitive industry, for example, transport, satisfying the consumers (passengers) should be the focus of firms that wish to sustain patronage (Attih, 2020). Bull (2003) described customer relationship management as a complex combination of business and technological determinants. Customer relationship management (CRM) is the strategic process of selecting customers a firm can most profitably serve and of shaping the interactions between a company and these customers with the goal of optimizing the current and future value of the customers for the company. CRM represents a customer-oriented business strategy for increasing customer satisfaction and customer loyalty by offering more responsive and customized service to each customer. Therefore, this study seeks to examine the effect of customer relationship management on passengers' satisfaction of AKTC services.

Statement of the Problem
In today's competitive business world, organizations find themselves in an ever- changing environment and need to react positively. Organizations, in the recent turbulent economic times, operate under a new hyper competitive landscape due to technological revolution and increasing globalization which cause many organizations in the world to change in an increasing pace. However, despite having robust customer relationship management policies coupled with environmental opportunities, many organizations including the transport sector, especially Akwa Ibom Transport Corporation (AKTC) still find itself in dead ends and even below average in their passengers' satisfaction due to weak Customer Relationship Management (CRM) strategies.

Furthermore, the traditional managerial mindset such as: economy of scale, huge advertising and budgets are ineffective in the new competitive landscape and to lead most firms to strategic competitiveness in the new business era (Akpan & Ayandele, 2012). This development calls for strategic options for firms to adopt new mindsets such as CRM and operationalize strategies which are unique input alleged to add values such as flexibility, speed, innovation, and integration that can propel economic transformation leading to firm's competitive advantage. It is against this backdrop, this study seeks to examine the effect of customer relationship management- shared values, bonding, conflicts management, tangibility, and commitment on passengers' satisfaction of AKTC services.

Objectives of the Study
The main objective of this study was to examine the effect of Customer Relationship Management on Passenger's Satisfaction of AKTC Services. Specifically, this study sought to:
  (i)   Investigate the effect of shared values on passengers' satisfaction of AKTC services.
  (ii)   Establish the effect of bonding on passengers' satisfaction of AKTC services.
  (iii)   Determine the effect of conflicts management on passengers' satisfaction of AKTC services.
  (iv)   Investigate the effect of tangibility on passengers' satisfaction of AKTC services.
  (v)   Examine the effect of commitment on passengers' satisfaction of AKTC services.

Research Questions
The following research questions were formulated for the study.
  (i)   What is the effect of shared values on passengers' satisfaction of AKTC services?
  (ii)   What is the effect of bonding on passengers' satisfaction of AKTC services?
  (iii)   What is the effect of Conflict Management on passengers' satisfaction of AKTC services?
  (iv)   What is the effect of tangibility on passengers' satisfaction of AKTC services?
  (v)   What is the effect of commitment on passengers' satisfaction of AKTC services?

Research Hypotheses
The following null hypotheses were formulated for the study.

H_{o1}:   There is no significant effect of shared values on passengers' satisfaction of AKTC services.

H_{o2}:   There is no significant effect of bonding on passengers' satisfaction of AKTC services.

H_{o3}:   There is no significant effect of conflict Management on passengers' satisfaction of AKTC services.

H_{o4}:   There is no significant effect of tangibility on passengers' satisfaction of AKTC services.

H_{o5}:   There is no significant effect of commitment on passengers' satisfaction of AKTC services.

Significance of the Study
The findings of the study would be of immense benefit to the following:

The Management: The Management of AKTC would benefit from the findings of this study because it will provide an insight on Customer Relationship Management and passengers satisfaction.

Policy Makers: The results of this study would inform the policy makers on Customer Relationship Management measurement indicators such as shared values, bonding and conflict management that can influence passengers' satisfaction.

Future Researchers: The findings of this study would serve as a reference material for future researchers in the related field.

LITERATURE REVIEW
Customer Relationship Management
Customer Relationship Management (CRM) is defined as 'the implementation of the relationship marketing principles through managing customer data and use of technology' (Domazet et al., 2010; Hoang, 2015). It aims at building long-term relationships with customers, generating further business and ultimate profit. Customer Relationship Management (CRM) is designed to contribute to brand awareness and increase understanding of consumer needs (Williams & Chinn, 2010; Mensah & Mensah, 2018). Good CRM creates trust about the institution in the customers' mind. The CRM builds foster customer loyalty that will benefit both the customer and the service institution (Domazet *et al.,* 2010). It identifies, establishes, maintains, and enhances relationships with customers (Hashem, 2012; Yilmaz, 2018).

Dimensions of Customer Relationship Management
(i) Shared Values: Shared value has long been considered as an important component in building buyer–seller relationships in many studies (Heffernan, O'Neill, Travaglione, & Droulers, 2008; Christou, 2010; Payne, Ballantyne, & Christopher, 2005; Sin *et al.,* 2002). Taleghani, Gilaninia, and Mousavian (2011) have defined shared values as "the extent to which partners have beliefs in common about what behaviours, goals and policies are important, unimportant, appropriate or inappropriate, and right or wrong". Moore (2014) has defined the concept of shared value as corporate practices that social conditions in the communities in which it operates. Jumaev and Hanaysha (2012) argued that customer value is as upper ordinate goal and customer loyalty is a subordinate goal. According to goal and action identity theories, as upper ordinate goal is likely to regulate subordinate goal. Thus, customer value regulates customer loyalty toward the service provider.

(ii) Bonding: Both seller and buyer must link together in order to have a long-term association with one another. Bonding is one dimension of a business relationship between parties acting in a unified manner toward a desired goal. Various bond sexist between parties and indicate different levels of relationships. Bonding controls social and business behaviour in society, and may remove doubt, form close relationships, and build trust (Hashem, 2012; Gilboa *et al.,* 2019).

(iii) Conflicts Management: It is important to resolve conflicts for good business relationship. Customers switch to competitor brands because certain conflict arises and was not solved effectively. For solving such conflicts, it is important to have a strong relationship between sellers and buyers. The Stronger the relationship, the easier the conflict can be resolved (Khan,2013). Conflict handling is defined as cooperative supplier try to minimize negative results from significant potential involvement. Avoiding conflicts, trying to solve problems before they occur, and the ability to solve problems in suitable time are aspects to handle such conflicts effectively (Jesri *et al.,* 2013).

In interpersonal communication, conflict occurs when an individual perceives incompatibility between his or her personal goals, needs, or desires and those of the other party. Conflict handling requires cooperative behaviour from exchange partners, in a negotiation setting, cooperative versus competitive intentions have been found to be linked to satisfactory problem solution. A good conflict resolution will result in relationship quality positively. Conflict handling is an important relationship builder. However, it is difficult to service industries to

achieve zero service failure (Jumaev &Hanaysha, 2012).

(iv) Tangibility: Tangibility plays a very important role in the relationship marketing and even sometimes emotions used for keeping promises. Every relationship needs physical aspects to build it stronger. The physical facilities, equipment, and appearance of personnel play a vital role in the making the relationship marketing (Khan, 2013). Tangibility relates to the physical aspects of a service. Physical aspects include appearance of equipment, physical facilities, materials associated with the service, appearance of personnel and communication materials, convenience of physical facilities and layouts. In addition to the appearance of the facilities, it also takes into account the convenience offered the customer by the layout of physical facilities. The higher customers appreciate the physical aspects, the higher will be the overall evaluation of service quality (Auka, Bosire, & Matern, 2013).

(v) Commitment: Commitment is another important determinant of marketing relationship strength and useful construct for measuring customer loyalty likelihood and predicting future purchase frequency (Lyons & Branston, 2006; Hashem, 2012; Gilboa *et al.,* 2019). It explains the extent that person intends to keep a valuable relationship, and it is similar to trust in studying customers' loyalty. In marketing literature, commitment is as throng, stable and continuous tendency in order to keep and preserve a valuable relationship (Emami, Lajevardi, & Fakharmanesh, 2013; Khan, 2013; Nella & Christou, 2014).

Passengers Satisfaction
Passenger satisfaction has been gaining increasing attention from the researchers and practitioners as a recognized field of scholarly study and is a fundamental tool used by service industry for enhancing passenger loyalty and ultimately organizational performance and profitability. The importance of passenger satisfaction cannot be dismissed because happy passengers are like free advertising. A company would be wise to measure passenger satisfaction regularly, because one key to passenger retention is passenger's satisfaction (Jessi Hempel, 2006). A highly satisfied passenger generally stays loyal longer, buys more as the company introduces new products and upgrades existing products, talks favorably to others about the company and its products, pays less attention to competing brands and less sensitive to price, offers product or service ideas to the company and costs less to serve than new customers because transactions can become routine.

Theoretical Framework
This study is anchor on Reciprocity Theory of Armin Falk in 2001.

Reciprocity Theory (Armin Falk, 2001)
According to Reciprocity Theory, customers have specific desires and expectations. When an organization seeks to meet and exceed these desires and expectations through reciprocity, then the likelihood of improving commitment is enhanced. The premise behind reciprocity is that a customer will help the organization because the organization helped them. Under the norm of reciprocity, customer with strong satisfaction and perceptions of organizational support would therefore feel obligated to repay the organization in terms of organizational commitment (Mowday, 2008).

Empirical Review
Isaac, Lwendo & Kazembe (2022) examined Customer Relationship Management (CRM) and Passenger Loyalty in delivering High Quality Service at Air Namibia: A structural equations approach. Structural equation modelling (SEM) was used to analyze survey data collected from 181 international, regional and domestic passengers using Air Namibia for passengers

travelling through the Hosea Kutako International and Eros Airports. The study found that interpersonal relationships between staff and the customers are crucial to CRM initiatives as they result in a better understanding of customer needs, which in turn leads to passenger loyalty.

Helon & Ejem (2021) examined road transport management and customers' satisfaction in Nigeria using SERVQUAL Model with focus on Imo Transport Company. Nigeria. The study used primary data collected through questionnaire as survey instrument to elicit the service quality perceptions of road passengers. The results of the study indicated that the six SERVQUAL dimension showed that there is a strong relationship between customers' satisfaction and public transport service in Nigeria.

Glory, Idorenyin, Edim & Sarah (2021) examined the Effect of Relationship Marketing on Customer Retention in the Telecommunications Industry. The study adopted survey research design. A structured questionnaire was used to obtain primary data from 198 customers of MTN Nigeria Plc and Globacom Nigeria Plc in Calabar. The data were analyzed and interpreted using descriptive statistics, while the hypotheses developed for the study were tested using multiple linear regression. Consequently, the findings of the study revealed that customer care, communication, trust building and service quality had significant positive effects on customer retention of telecommunication firms in Calabar.

Trenggana, Wibowo & Rahayu (2021) examined the Effectiveness of Strategies to Achieve Customer Loyalty: The Role of Relationship Marketing and Customer Retention. The method used was causal and descriptive quantitative. The population was JNE customers in the city of Bandung. The sampling technique was carried out using a non-probability sampling method, specifically, the type of probability sampling with as many as 100 respondents who did online business and used courier services at least three times a month. The data analysis technique used is path analysis. The study results revealed that respondents considered JNE's relationship marketing good, while customer retention and customer loyalty were in a good category. Path analysis results show that loyalty can be influenced by relational marketing directly and indirectly through customer retention, which means that the strategy has been implemented properly.

Myint (2020) analyzed the effect of CRM on customer satisfaction, trust and loyalty of domestic airlines in Myanmar. In this study, both primary and secondary data are used. For meeting the objectives, descriptive method and exploratory method are applied. To perform the analysis, seven domestic airlines and 350 passengers are surveyed by using the structured questionnaire. The findings highlight that although all domestic airlines are implementing CRM practices on all sale cycle stages, airlines from private sector apply more CRM practices than state owned airline and joint venture airlines. Among CRM practices in different sale cycle stages, the practices at the Pre-airport, Airport and Post -flight stage are the most prominent on domestic airlines in Myanmar. The study found that the customer also perceives that the prevalence of CRM practices affects both customer satisfaction and customer loyalty although the impact is more pronounced on customer satisfaction. Customer satisfaction leads to customer trust on the airlines and eventually leads to customer loyalty.

RESEARCH METHODOLOGY
Research Design
The researcher adopted a cross-sectional research design in which primary data were obtained through questionnaire administration. This research technique allowed the researcher to gather data from a large and diverse sample size as well as providing a broader representation of the

target population.

Population of the Study
The population of this study consists of all customers of Akwa Ibom State Transport Company Limited (AKTC) and is infinite.

Sample Size
Being an infinite population, the sample size for this study was determined using Smith (2000) formula for determining a sample size from unknown population, which was used as follows:

$$n = \frac{Z^2pq}{e^2}$$

Where:
n = Sample Size
Z = Z-score (was determined using Z-score statistical table at 95% confidence level)
P = Std. Dev.
Q = confidence interval
E = margin of error
Assuming the researcher chose a 95% confidence level, 0.5 standard deviation and a margin of error (confidence interval) of +/- 5%, the sample size is determined from unknown population as:

$$\frac{((1.96)^2 \times 0.5(0.5))}{(0.05)^2}$$

$$\frac{(3.8416 \times .25)}{0.0025}$$

$$\frac{0.9604}{0.0025}$$

n = 384.16
384 respondents were sampled.

Sampling Technique
AKTC has 28 routes throughout the country using purposive sampling, 8 routes were selected for administration of questionnaire. They include Uyo – Onisha, Uyo – Lagos, Uyo – Abuja, Uyo – Calabar, Calabar – Lagos, Uyo – Kaduna, Ikot Ekpene – Lagos, Uyo – Jos

Table 1 Questionnaire Allocation per Route

ROUTES	QUESTIONNAIRE ALLOCATED
Uyo – Onitsha	70
Uyo – Lagos	60
Uyo – Abuja	58
Uyo – Calabar	50
Ikot Ekpene – Lagos	35
Uyo – Kaduna	30
Uyo to Jos	26
Total	**384**

Source: Researcher's Field Survey, 2024.

In table 1 above, shows the routes selected using purposive sampling on the basis of customer traffic, frequency and viability.

Sources of Data
Data for this study were obtained from primary source. Primary data was obtained through a structured questionnaire administered to the respondents.

Instrument of Data Collection
The questionnaire was the main instrument used for the study. The questionnaire used captures all the variables of study and provided relevant answers to the research questions. The five-point Linkert type of rating scale was adopted as follows: strongly agree = 5, agree = 4; strongly disagree = 3; disagree = 2; undecided= 1.

Method of Data Analysis
The study utilized both descriptive and inferential statistical tools for data analysis. The tools of descriptive statistic include tables and percentages while simple regression technique was used to test the hypotheses which guided the study.

Data Analysis and Discussion of Results
Data Presentation
The data for this study is presented in subsequent tables. The data presented contains responses to the items in the questionnaire and the computed data for variables of the study. The data on the items are based on the five-point Likert scale used in scoring the instrument.

Table 2: Summary of Questionnaire Administered and Retrieved

Questionnaires	Number of questionnaires	Percentage (%)
Total questionnaires served	384	100
Total questionnaires Retuned	350	91.15
Total not Retuned	34	8.85
Total useful	250	65.10
Total discarded	100	26.06

Source: Field Survey Data, 2024

Table 2 shows that out of the total of 384 questionnaires distributed, 350 questionnaires representing 91.15% were returned, 34 questionnaires representing 8.85% were not returned, 250 correctly and completely filled questionnaires representing 65.10% were used to interpret the results. Hence, 100 questionnaires representing 26.06%, out of 384 questionnaires distributed, were completely discarded from the analysis.

Test of Research Hypotheses
In order to test the research hypotheses earlier stated in this study, the simple linear regression technique was used.

Test of Hypothesis One
The first hypothesis (H_{o1}) was that: *"There is no significant effect of shared values on passengers' satisfaction of AKTC services".*

Regression Results for Hypothesis One
Dependent Variable: Passengers' satisfaction
Method: Least Squares
Date: 20/05/24 Time: 12:01
Sample: 1 250
Included observations: 250

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.631991	0.168468	21.55894	0.0000
Shared values	0.129585	0.044272	2.926983	0.0037

R-squared	0.033392	Mean dependent var	3.180000	
Adjusted R-squared	0.029494	S.D. dependent var	1.080867	
S.E. of regression	1.064808	Akaike info criterion	2.971434	
Sum squared resid.	281.1863	Schwarz criterion	2.999605	
Log likelihood	-369.4292	Hannan-Quinn criter.	2.982772	
F-statistic	8.567227	Durbin-Watson stat	1.647886	
Prob (F-statistic)	0.003741			

Source: Researcher's Computation via E-views

From the result above, it was found, on average that for every 1% change in shared values, passengers' satisfaction of AKTC services will increase by about 12.96%, and this change is significant at 1% level and the p-value of 0.0037 is less than the p-value of 0.05(5%) level of significance. With these results, the null hypothesis that says, "*There is no significant effect of shared values on passengers' satisfaction of AKTC services*", is rejected while the alternative hypothesis is accepted which states that there is a significant the effect of shared values on passengers' satisfaction of AKTC services. As shown by the t-value of 2.926, this would mean that an increase in shared values will lead to increase of 2.926inpassengers satisfaction of AKTC services. The R^2 value of 0.0333 implies that the model explains a total of 33.3% of the variation in the dependent variable while 66.7% of the variation is explained by variables not included in the model. The D-W stat. value of 1.647 is above 1.5 and is thus closer to 2 indicating the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that improvement in passengers' satisfaction of AKTC services can be achieved if greater efforts are channeled to increase the shared values of the management and passengers.

Test of Hypothesis Two
The second hypothesis (H_{o2}) was that: "*There is no significant effect of bonding on passenger's satisfaction of AKTC services.*

Regression Results for Hypothesis Two
Dependent Variable: Passengers' satisfaction
Method: Least Squares
Date: 20/05/24   Time: 13:09
Sample: 1 250
Included observations: 250

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.583227	0.178671	20.05488	0.0000
Bonding	0.146567	0.046954	3.121530	0.0020

R-squared	0.037805	Mean dependent var	3.072000	
Adjusted R-squared	0.033925	S.D. dependent var	1.148954	
S.E. of regression	1.129297	Akaike info criterion	3.089036	

Sum squared resid	316.2774	Schwarz criterion	3.117208
Log likelihood	-384.1295	Hannan-Quinn criter.	3.100374
F-statistic	9.743948	Durbin-Watson stat	2.150899
Prob(F-statistic)	0.002012		

Source: Researcher's Computation via Eviews

From the result above, it was found, on average that for every 1% change in bonding, passengers' satisfaction of AKTC services will increase by about 14.7%, and this change is significant at 1% level and the p-value of 0.0020 is less than the p-value of 0.05(5%) level of significance. With these results, the null hypothesis that "*There is no significant effect of bonding on passengers' satisfaction of AKTC services*", is rejected while the alternative hypothesis is accepted which states that there is a significant effect of bonding on passengers' satisfaction of AKTC services. As shown by the t-value of 3.12, this would mean that an increase in bonding will lead to increase of 3.12%inpassengers' satisfaction of AKTC services. The R^2 value of 0.0378 implies that the model explains a total of 37.8% of the variation in the dependent variable while 62.2% of the variation is explained by variables not included in the model. The D-W stat. value of 2.15 indicates the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that improvement in passengers' satisfaction of AKTC services can be achieved if greater efforts are channeled to increase the bonding through effective customer relationship management.

Test of Hypothesis Three
The third hypothesis (H_{o3}) was that: "*There is no significant effect of Conflict Management on passengers' satisfaction of AKTC services.*

Regression Results for Hypothesis Three
Dependent Variable: Passengers' satisfaction
Method: Least Squares
Date: 20/05/24   Time: 13:14
Sample: 1 250
Included observations: 250

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.723129	0.162665	22.88837	0.0000
Conflict Management	0.101814	0.042747	2.381774	0.0180

R-squared	0.022363	Mean dependent var	3.368000
Adjusted R-squared	0.018421	S.D. dependent var	1.037730
S.E. of regression	1.028128	Akaike info criterion	2.901324
Sum squared resid.	262.1475	Schwarz criterion	2.929495
Log likelihood	-360.6655	Hannan-Quinn criter.	2.912662
F-statistic	5.672848	Durbin-Watson stat	2.091428
Prob (F-statistic)	0.017984		

Source: Researcher's Computation via E-views

From the result above, it was found, on average that for every 1% change in Conflict Management passengers' satisfaction of AKTC services will increase by about 10.18%, and this change is significant at 1% level and the p-value of 0.0180 is less than the p-value of

0.05(5%) level of significance. With these results, the null hypothesis that "*There is no significant effect of conflict management on passengers' satisfaction of AKTC services*", is rejected while the alternative hypothesis is accepted which states that there is a significant *effect* of conflict management on passengers' satisfaction of AKTC service. As shown by the t-value of 2.38, this would mean that an increase in the frequency of conflict management will lead to increase of 2.38%inpassengers satisfaction of AKTC services. The R^2 value of 0.0223 implies that the model explains a total of 22.3% of the variation in the dependent variable while 77.7% of the variation is explained by variables not included in the model. The D-W stat. value of 2.09 indicates the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that improvement in passengers' satisfaction of AKTC services can be achieved if greater efforts are channeled to increase in the frequency of conflict management.

Test of Hypothesis Four
The fourth hypothesis (H_{o4}) was that: "*There is no significant effect of tangibility on passenger's satisfaction of AKTC services".*
Regression Results for Hypothesis Four
Dependent Variable: Passengers' satisfaction
Method: Least Squares
Date: 20/05/24 Time: 14:03
Sample: 1 250
Included observations: 250

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.583227	0.178671	20.05488	0.0000
Tangibility	0.146567	0.046954	3.121530	0.0020

R-squared	0.037805	Mean dependent var	3.072000	
Adjusted R-squared	0.033925	S.D. dependent var	1.148954	
S.E. of regression	1.129297	Akaike info criterion	3.089036	
Sum squared resid.	316.2774	Schwarz criterion	3.117208	
Log likelihood	-384.1295	Hannan-Quinn criter.	3.100374	
F-statistic	9.743948	Durbin-Watson stat	2.150899	
Prob (F-statistic)	0.002012			

Source: Researcher's Computation via E-views

From the result above, it was found, on average that for every 1% change in tangibility, passengers' satisfaction of AKTC services will increase by about 14.7%, and this change is significant at 1% level and the p-value of 0.0020 is less than the p-value of 0.05(5%) level of significance. With these results, the null hypothesis that "*There is no significant effect of tangibility on passengers' satisfaction of AKTC service*", is rejected while the alternative hypothesis is accepted which states that there is a significant effect of tangibility on passengers' satisfaction of AKTC services. As shown by the t-value of 3.12, this would mean that an increase in tangibility will lead to increase of 3.12%inpassengers' satisfaction of AKTC services. The R^2 value of 0.0378 implies that the model explains a total of 37.8% of the variation in the dependent variable while 62.2% of the variation is explained by variables not included in the model. The D-W stat. value of 2.15 indicates the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that improvement in passengers' satisfaction of AKTC services can be achieved if greater efforts are channeled to increase the tangibility through effective Customer Relationship

Management.

Test of Hypothesis Five
The fifth hypothesis (**H$_{o5}$**) was that: "*There is no significant effect of commitment on passenger's satisfaction of AKTC services.*

Regression Results for Hypothesis Five
Dependent Variable: Passengers' satisfaction
Method: Least Squares
Date: 20/05/24   Time: 15:16
Sample: 1 250
Included observations: 250

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.723129	0.162665	22.88837	0.0000
Commitment	0.101814	0.042747	2.381774	0.0180

R-squared	0.022363	Mean dependent var	3.368000	
Adjusted R-squared	0.018421	S.D. dependent var	1.037730	
S.E. of regression	1.028128	Akaike info criterion	2.901324	
Sum squared resid	262.1475	Schwarz criterion	2.929495	
Log likelihood	-360.6655	Hannan-Quinn criter.	2.912662	
F-statistic	5.672848	Durbin-Watson stat	2.091428	
Prob(F-statistic)	0.017984			

Source: Researcher's Computation via E-views

From the result above, it was found, on average that for every 1% change in commitment, passengers' satisfaction of AKTC services will increase by about 10.18%, and this change is significant at 1% level and the p-value of 0.0180 is less than the p-value of 0.05(5%) level of significance. With these results, the null hypothesis that "*There is no significant influence of commitment on passengers' satisfaction of AKTC services*", is rejected while the alternative hypothesis is accepted which states that there is a significant influence of commitment on passengers' satisfaction of AKTC services. As shown by the t-value of 2.38, this would mean that an increase in the frequency of commitment will lead to increase of 2.38% inpassengers satisfaction of AKTC services. The R^2 value of 0.0223 implies that the model explains a total of 22.3% of the variation in the dependent variable while 77.7% of the variation is explained by variables not included in the model. The D-W stat. value of 2.09 indicates the absence of autocorrelation problem in the estimated parameters. The managerial implication of the result is that improvement in passengers' satisfaction of AKTC services can be achieved if greater efforts are channeled to increase in the frequency of commitment.

CONCLUDING REMARKS
Conclusion
This study examined the effect of Customer Relationship Management on passengers' satisfaction of AKTC services. It was found that all the Customer Relationship Management dimensions significantly influenced passengers' satisfaction. Customer Relationship Management plays significant role in customers satisfaction it involves collecting data about consumers continuously, storing it in databases, profiling consumer segments based on data analysis, discovering causes of consumer satisfaction/dissatisfaction, identifying critical success factors, developing long-term relationships through continuous interaction with

consumers and properly set communication channels, adjusting products to the needs of (individual) consumer, improving the satisfaction of internal and external consumers, and creating consumers' trust, loyalty and familiarity. Based on the findings, the researcher concludes that there is a positive and significant effect of Customer Relationship Management on passengers' satisfaction of AKTC services.

Recommendations

(i) The shared values between the management and passengers of AKTC should be sustained.

(ii) Bonding should be strengthened through effective and efficient Customer Relationship Management.

(iii) Effective conflicts resolution strategies should be employed in dealing with passengers-employees' conflicts.

(iv) The physical facilities, equipment, and appearance of staff of AKTC should be attractive to passengers because the higher passengers appreciate the physical aspects, the higher the overall evaluation of service quality**.**

(v) There is need for AKTC to embark on orientation programmers with the passengers, which would create those specific intentions and behaviours characterized with the purpose of realizing value for both parties over the long term.

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