

Workers' Environment in Promoting Workers' Satisfaction at DAR ES Salaam Bus Rapid Transport in Tanzania

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Abstract

This paper utilizes data from a study that assessing factors that affects passenger's satisfaction in DBRT being a public transport services in Dar es Salaam. The paper employed a descriptive research design to show which factors largely affecting passenger's satisfaction in DBRT being a public transport services in Dar es Salaam. In the first phase, data were collected from a sample of 100 respondents using purposive and simple random sampling. Data were collected through interviews, observations, documentary review, questionnaires, and focus group discussions. The findings of the study revealed that there were several problems which affected passenger's satisfaction in DBRT being a public transport services in Dar es Salaam. The paper ends by providing recommendations that must be taken into consideration in order to improve workers' environment which finally will improve also passenger's satisfaction in DBRT being a public transport services in Dar es Salaam.

Key words: *workers' satisfaction, Public Transport, Safety and Security, workers' management and productivity.*

1.Introduction

Many countries round the sector are rapidly motorizing due to growing travel call for and choices for the usage of personal motors, and most of the people of human beings at the moment are absolutely reliant on private motorized tour as a result of the appeal of the use of a non-public car for transportation (Beiro and Sarsfield Cabral, 2015). Many people's tour instances have increased as a result of the expanded use of personal motors, which has precipitated and exacerbated traffic congestion (Beiro and Sarsfield Cabral, 2015). Private motorization contributes to visitors' congestion, reduces street protection, and poses a severe chance to human ecosystems because of the rising popularity of non-renewable automobiles. Researchers

declare that by means of raising the extent of carrier, many transit-associated troubles might be averted (Kokulana, 2016).

In the future, public transportation ought to be a viable option for transportation. However, public transportation must offer high-quality service to meet and fulfill a wide range of passengers' needs to retain and draw in more passengers (Oliver, 2014; Anable, 2015).

The transportation service sector includes a variety of modes of transportation, including pipelines, railroads, air, and water transport. Rapid transportation, which falls under the category of road transportation, was the focus of this study. A quick bus can transport a large number of people traveling to work, home, the hospital, school, or for leisure when using a dedicated lane. Rapid buses only stop at designated bus stops along the route, unlike commuter buses (daladala), which frequently stop anywhere in city centers. City buses travel between all over the world that is operated by the government or private industry (Young, 2014). The use of public transportation should be a practical option in the future. However, to keep and attract more passengers, public transportation must provide high-quality service to meet and fulfill a wide range of passengers' needs (Oliver, 2014; Anable, 2015).

Pipelines, railroads, air travel, and water transportation are all included in the transportation service sector. This study concentrated on rapid transportation, which is a type of road transportation. When using a designated lane, a quick bus can carry a sizable number of passengers going to or from work, home, the hospital, school, or for fun. Rapid buses, unlike commuter buses (daladala), which frequently stop anywhere in city centers, only stop at designated bus stops along the route. In the future, public transportation ought to be a viable option for transportation. However, public transportation must offer high-quality service to meet and fulfill a wide range of passengers' needs to retain and draw in more passengers (Oliver, 2014; Anable, 2015).

The transportation carrier zone consists of a variety of modes of transportation, together with pipelines, railroads, air, and water transport. Rapid transportation, which falls beneath the class of avenue transportation, was the point of interest of this study. A short bus can transport a big variety of humans travelling to paintings, home, the medical institution, college, or for leisure when using a devoted lane. Rapid buses only prevent at specified bus stops along the route, not like commuter buses (daladala), which frequently prevent anywhere in town facilities. City buses travel between everywhere in the international this is operated by using the authorities or private enterprise (Young, 2014).

Despite the popularity of the mode of transportation, passengers have expressed outrage over the extraordinarily subpar carrier supplied. Researchers and transportation experts have made an effort to discover all issues with transportation consistent with the diploma of satisfaction. For instance, Felleson and Friman (2017) studied how satisfied passengers have been with public transportation in diverse European nations. The findings indicated that passengers' have been disillusioned with the accuracy and timeliness of the records, the amount of time spent ready at bus stops, the consolation of the seats, and the information, capabilities, and passengers' support orientation of the staff. Similar research had been carried out in Africa, wherein riding is the primary mode of transportation. Odufuwa (2014) mentioned some signs for public transportation to provide passengers with extra powerful and comfy offerings.

(Okoko 2015). Dar es Salaam has encountered similar difficulties accommodating travelers at some stage in peak hours for many years. Felleson and Friman (2017) mainly in assessment to what clients in 8 European towns (Stockholm, Barcelona, Copenhagen, Geneva, Helsinki, Vienna, Berlin, Manchester, and Oslo) perceived the satisfactory of public transport networks all over national borders.

The results reveal four primary factors: the system, such as traffic supply, reliability, and information; the design of the bus and bus stop, which makes passengers' feel comfortable and enjoy their travel experience; the staff's skill, knowledge, and passengers'-focused attitude; and safety, including both inside the bus and as well as outside at bus stops and from traffic accidents. Additionally, it was determined that variations in public transit infrastructure and technology may result in variations in individual item loadings. With an estimated 4.5 million residents (NBS, 2015) and a 4.3 percent annual population growth rate, Dar es Salaam is one of Sub-Saharan Africa's fastest-growing cities. People of all socioeconomic classes, from those with high incomes to those with low incomes, make up the city.

Dar es Salaam become the primary metropolis in Tanzania to perform the undertaking in mild of this history. The Dar es Salaam Bus Rapid Transit Services (DBRT) venture was set up to improve transportation accessibility, mobility, safety, and service nice along the selected corridors in Dar es Salaam (Bagoka, 2015). The rate of site visitors injuries, waiting instances, delays along the course, ticketing procedures, a lack of buses, and unreliable visitors lights were compromising the mode of transportation to end required service despite the sizeable attempt and guide made via the government to overcome the aforementioned challenges (Kiunsi, 2014). It is clear that the preliminary objective of finishing metropolis dwellers' reliance on cars has not been met.

Researchers concur that motion have to be taken to lessen reliance on cars, for you to encourage many people to apply public transportation like DBRT. According to studies, the handiest way to boom pleasure is to improve carrier each inside and outside bus terminals or stops. Literature comparing passengers' satisfaction with DBRT, particularly, is scarce within the context of Tanzania. As a end result, the modern study evaluates how happy passengers are with the metropolis of Dar es Salaam's DBRT.

Definition of Key Terms

The following key terms will be used throughout this study to analyze the issue at hand.

2.1 Workers' Satisfaction

Kotler (2014) described pride as a person's feelings of pleasure or disappointment as a consequence of comparing a product perceived performance (or outcome) on the subject of his or her expectations. Albinsson and Hansemark (2016) had additionally described pride is as an universal client mind-set toward a carrier issuer, or an emotional reaction to the difference among what passengers' assume and what they get hold of, regarding the fulfillment of some need, goal or preference.

2.2 Passengers' satisfaction

It has a superb impact on an employer's profitability. The more passengers are satisfied with products or services presented the extra are chances for any successful business or any provider business enterprise as client satisfaction leads to repeat purchase, logo loyalty, and superb phrase of mouth advertising. Passengers' pleasure ends in repeat purchases, loyalty and to passengers' retention (Zairi, 2015)

2.3 Public Transport

All kinds of public transportation, regardless of ownership, are taken into consideration public transportation, in step with White (2019). Mass transportation. Most public shipping structures run alongside constant routes with set embarkation/disembarkation factors to a prearranged timetable, with the maximum frequent offerings going for walks to a headway. However, most public transport journeys encompass different modes of journey, together with passengers taking walks or catching bus services to get entry to teach stations. Share taxis provide on-demand offerings in lots of components of the sector, which may compete with fixed public shipping strains, or supplement them, via bringing passengers to interchanges. Paratransit is every so often utilized in regions of low call for and for individuals who need a door-to-door service

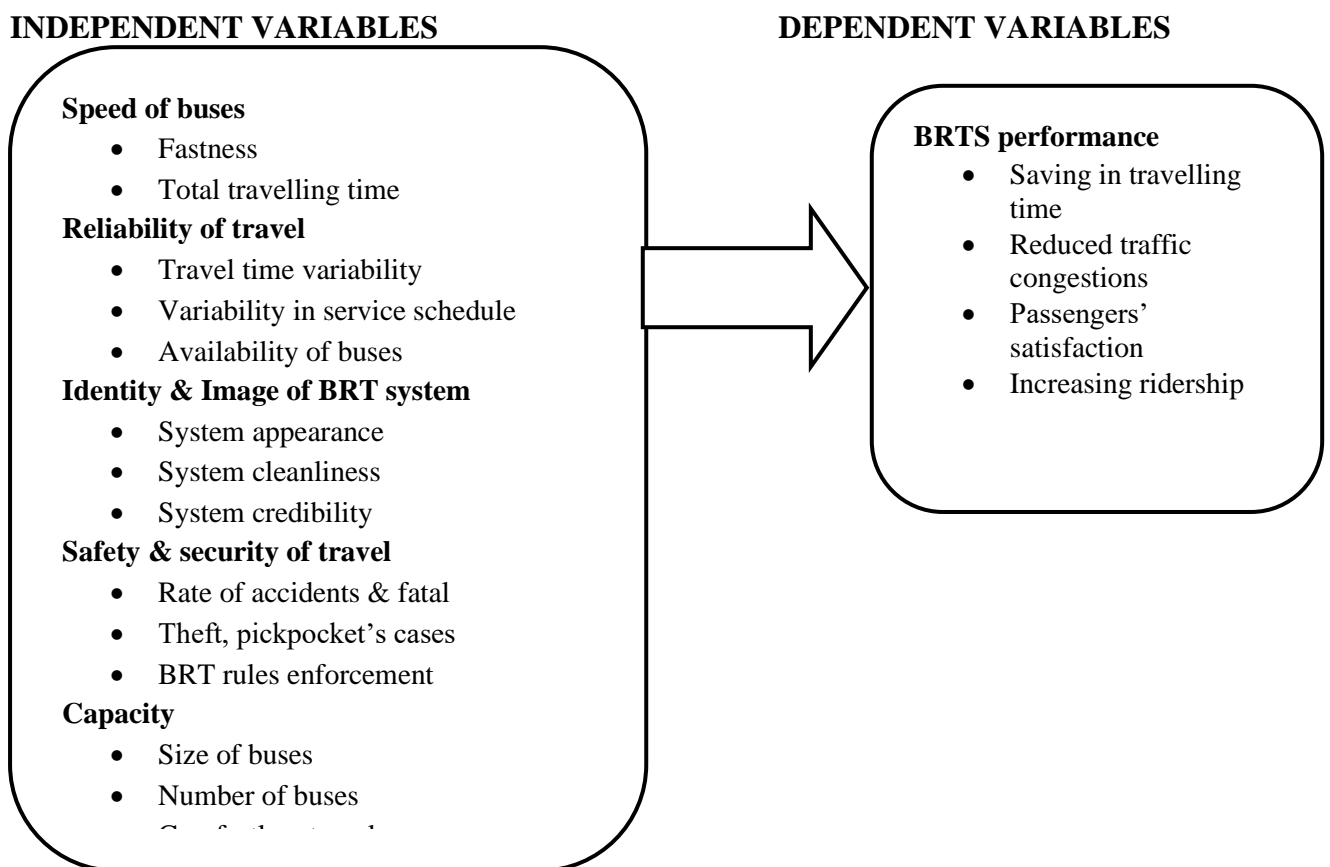
2.4 Satisfaction of Passengers on Public Transport Services

Marco, B. J., and uan, C. M. (2015)., All those clients need from public transportation is pride, but the authorities needs to make a variety of modifications to make the device better for passengers'. The innovative mobility techniques that might end result from those adjustments would fulfill passengers and lift the same old of residing for each city and rural citizens. According to one-of-a-kind urban settings, together with land use and visitors' systems, vicinity, degree of accessibility, fare shape, and direction characteristics, passengers' perceptions of satisfactory carrier vary.

2.3 Theoretical Framework of the Study

As properly as the outcomes of this enjoy of narrative immersion, transportation principle describes the propensity of narrative passengers' to "tour" or be mentally drawn into the fact depicted in a narrative. Narrative transportation includes a deep experience of immersion in a tale, as well as emotional and cognitive responses to story content material that resemble responses to actual events. Readers who are transported can also have vibrant intellectual pics. The persuasive power of narratives is predicted through transportation, with clients often exhibiting will increase in beliefs, attitudes, and behaviors that are steady with the narrative. It has been located that transportation impacts mental procedures that are just as crucial as self-concept. It is similar to different varieties of media engagement, but one-of-a-kind from them (Melanie, 2017).

Figure 2.1: Conceptual Framework of the Study of DBRT



Source: Researcher, 2023

(i) Waiting time

According to empirical records, ready at stops or other times when a tourist is out of doors in their preferred mode of transportation is more tough than travelling interior it (Ben-Akiva and Lerman 2015). This is partially because waiting for a transit vehicle includes a better level of uncertainty. Duffy (2015) gives a succinct precis of this phenomenon: "People do not mind looking forward to a bus in the event that they know how long it'll be. Even in the event that they ought to estimate the time, as a minimum they're sure that it is going to be 15 minutes. Otherwise, they wait there looking ahead to the bus to reach in approximately two mins, and when it does not, they end up rate.

(ii) Safety and Security

Fellesson and Friman (2008) performed a transnational evaluation of clients' public transport perceived carrier pride in 8 cities (Stockholm, Barcelona, Copenhagen, Geneva, Helsinki, Vienna, Berlin, Manchester and Oslo) in Europe. The end result confirmed four standard elements: gadget which includes traffic supply, reliability and facts; bus and bus forestall layout that makes client cozy and enjoy the travel experience; group of workers skill, expertise and attitude toward patron; and protection not best each inside the bus and bus prevent however additionally secure from site visitors accident. Furthermore, it became concluded that differences in public shipping technology and infrastructure may additionally reason differences in man or woman object loadings.

(iii) Number of Buses

The advent of the bus changed into meant to improve transportation mobility, accessibility, protection, and the quality of provider delivery along the selected corridors in Dar es Salaam, in which the town has lengthy struggled to house passengers during rush hours (Bagoka, 2015). According to reports, there can be two hundred commuter buses working in Dar es Salaam city as of 2014. Traffic problems endured notwithstanding the massive variety of buses, motorcycles, and tricycles inside the town. The routes skilled extensive traffic injuries, daladala wait times at stops will exceed an hour, and journey time delays can also be considerable (Kiunsi, 2014). Therefore, the number of buses and passenger pride are inversely associated.

Primary data were collected using both qualitative and quantitative methods, where secondary data obtained from literature search and review of relevant official documents. The literature review further highlighted the various theories used tom the previous study. Two phases of data collection and analysis were conducted. In the first phase, qualitative data based on the contents of the factors affecting service quality at Kigamboni Ferry Terminal in Dar Es Salaam. The second phase of data collection focused on quantifying some variables pertinent issues discussed during the in-depth interview, observation and focus group discussion.

3.0 Methodology

Primary data were collected using both qualitative and quantitative methods, where secondary data obtained from literature search and review of relevant official documents. The literature review further highlighted the various theories used tom the previous study. Two phases of data collection and analysis were conducted. In the first phase, qualitative data based on the contents of the factors affecting passengers' satisfaction at Dar es Salam Bus Rapid Transport service at Dare Salaam city. The second phase of data collection focused on quantifying some variables pertinent issues discussed during the in-depth interview, observation and focus group discussion.

4.0 Findings of the Study

Based on the previous study conducted at Dar Es Salaam Bus Rapid Transport (DBRT), the paper comes up with the following findings:

4.1 DBRT offers different staff training programs

Based on the previous study, the DBRT did not offer any training opportunities to its workers in order to simplify and to make them to more equipped for their work. The following table 1 shows how lack of training opportunities affected workers' satisfaction.

Table 1: Staff Training Opportunities

Staff Training	Frequency	Percentage
Strongly Disagree	50	50%
Disagree	30	30%
Agree	15	15%
Strongly Agree	5	5%
Total	100	100

Source: Field Data, (2023)

Employee performance, culture, branding, and business efficiency will all benefit from long-term training and development programs that promote up skilled employees. A few respondents agreed that staff training extraordinarily affect passengers' satisfaction, Organizations should look further, the company's image of how a supported sustained training development program helps the organization, The study revealed that staff training upholds workers to adjust to the character of the passengers, empowers employees to manage their different issues, and aids employees to value the time passengers spend with them.

The above findings were found to be similar with the results of Stella, (2015) which assert that employees who have received training are more likely to remain with the same company than employees who have not yet received training. She likewise said that staff training is essential for good career development, when an employee is well trained, he has a chance to improve performance as well as productivity. The study showed that, there was no any kind of training offered in DBRT employees, and therefore the absence of training among the employees affected much customers' satisfaction

Furthermore, Samwel, (2018) composed on the Impact of Employee Training on Organizational Performance, Case Study of Drilling Companies in the Geita, Shinyanga, and Mara Regions in Tanzania. The researcher indicated that employee training was something that cannot be avoided in the organization because there was a great ideal relationship between organizational productivity and employee performance. Moreover, the author discusses that employee training builds confidence to employees as well as the ability of companies to retain their employees to ensure their organization performance in the demand.

Also, Ogbu et al (2017), discussed about Impact of Employee Training on Organizational Performance. A study of Selected Insurance Firms in Abuja-Nigeria. According to the authors, employee training boost innovation in the organization, enhances safety practices, and provision of quality services to the passengers' by improving the ability of employees to deal with passengers complains. Training and skill development programs shows the company commitment towards the workers and ensure that the faculty is staffed with highly skilled workers who are specially trained to provide excellent services to the firms' passengers. Employees who have received formal training can provide passengers' service more effectively than those who have not.

Trainings are successful only if the employees are allowed to employ and apply the skills learned during such programs. One mistake that mostly organizations do is, they upgrade the skills and abilities of their employees and managers, but they do not tend to change the shape that restrict the staff to use the skills learnt and to act creatively by developing new methods and procedures that can strengthen company's benefits and quality standards.

To improve quality trainings, innovation and skill development programs help very much to raise the quality standards. He gave the example of his company that they have introduced different types of training and skill development programs for the employees to keep them motivated and to increase their productivity.

Training and development programs also increase employees' moral in developing their interests in their jobs. Furthermore, trainings other than those of technical or basic job purpose are more effective to increase the motivation level of employee like training on stress management, conflict management. Also, the staff who deals at the front end should be highly

trained because sometimes they must make sittings for long hours, they deal with different type of passengers.

Front end staff dealings and behavior should be very good and for that they need continuous trainings to improve their presentation and management skills. DBRT have introduced different types of trainings like, Excel training, which was not enough, skill development programs help Company to achieve high service quality standards. It's the basic factor other than leadership.

Promotion and response about their work makes people grow. Feedback really helps employees to increase their moral. Training and skill development programs make it simpler for workers to understand the company and its business. Trainings related to passengers' relationship was very important in the area related to passengers' satisfaction.

4.2 Finding how poor working environment at DBRT affects passengers' satisfaction

During the study, the study wanted to find out how poor working environment at DBRT contributed to passengers' satisfaction. In the study, passengers' satisfaction was measured by using annual bonuses, office facilities, transportation services, and availability of health insurance. The respondents were questioned on how lack of annual bonuses, poor office facilities, lack of transportation services and lack of health insurance contributed to factors affecting passengers' satisfaction. The response was as follows.

Lack Annual Bonuses

The nature of paying bonuses to employees is to increase performance levels, by showing that an employer values their work output both quantitatively and above all qualitatively. In addition, to being a tool of enhancing work performance, bonuses are fundamental tool that can be used to hold highly productive staff, and therefore, saving expenses of enrollment and training new employees.

In Tanzania, the Employment Act is the primary piece of legislation governing employment and labor matters. However, it does not expressly provide for issuance to employees of bonuses or similarly, matters of incentives, commissions and other compensation schemes outside the ordinary basic wage or salary of an employee. As a result, payment of rewards to employees is a standard practice in large and medium corporate circles in Tanzania and is discretionary at the option of the employer.

Annual bonuses may either be in cash or noncash, Annual bonuses can be inform of package or holiday bonuses and according to the respondents, (60%) of respondents strongly agreed that lack of annual bonuses contributed to factors affecting passengers' satisfaction,(30%) agreed that lack of annual bonuses contributed to factors affecting passengers' satisfaction and (2.5 %) of DBRT disagree that lack of annual bonuses did not contributed to factors affecting passengers' satisfaction and (7.5 %) respondents remained neutral.

The study suggested that it was a responsibility of the DBRT to provide the employees with annual bonuses. Annual bonuses motivate employees to work harder to archive organization goals. Annual bonuses always driven employees to feel like they were a big part of the company and contributed to the performance of the company. The study also suggested that Bus rapid transport station should consider the uses of bonuses to increase passengers' satisfaction in the organizations and a way to attract performance. Employee's needs to be motivated so as to satisfy a passenger Therefore from these findings it could be conducted that there was lack of enough annual bonuses to the DBRT workers. As presented in table (4.6)

Table 4. 3 To find out how lack of annual bonuses contributed to factors affecting passengers' satisfaction

Annual Bonus	Frequency	Percentage
Strongly Disagree	0	0
Disagree	3	2.5%
Neutral	7	7.5%
Agree	30	30%
Strongly Agree	60	60%
Total	100	100

Source: Field Data, (2023)

Poor Office Facilities

Luxurious office facilities that possess that "wow factor" are less likely to impress than things that make us feel safe against diseases that we continue to fight against. For instance, using touch less technologies will prevent us from touching germ surfaces to access and exit buildings. These advancements may also allow us to use our cell phones to control lifts or sanitize our hands at touch-free cleaning stations before entering the work area.

Although not all businesses can afford these, there are still some additional facilities for employees that most can stretch to. Providing a cooler and a microwave can assist with raising staff morale and let your staff know how much you appreciate their hard effort.

From the study conducted by researcher, it showed that (50%) strongly agreed that poor office facilities could contributed to factors affecting passengers' satisfaction, (17.5%) also agreed that poor office facilities could contributed to factors affecting passengers' satisfaction while (25 %) disagreed that poor office facilities did not contribute to factors affecting passengers' satisfaction and (7.5 %) respondents remained neutral. Therefore, the study revealed that majority of employees agreed that poor office facilities contributed much to factors affecting passengers' satisfaction, therefore Bus rapid transport station should invert new office facilities like comfortable chairs, office furniture and desk furniture in an organization, office facilities tie into company performance.

Table 4. 4 To find out how poor office facilities contributed to factors affecting passengers' satisfaction

Office Facilities	Frequency	Percentage
Strongly Disagree	0	0
Disagree	25	25%
Neutral	8	7.5%
Agree	17	17.5%
Strongly Agree	50	50%
total	100	100

Source: Field Data, (2023)

Absence of sufficient Transportation Services

This situation is due to the presence of large number of defective cars (Rapid bus transport) that lead to the insufficient transport services compared to the number of people who need the service. But also, punctuality can be a major issue for staff who are commuting, with everything from traffic to finding a parking space once they arrive at the office. As obvious as it may seem, if a company meets the transportation needs of its employees, it can also ensure that employees arrive at work on time and reduce overall lateness.

Another reason some businesses supply transport to their employees is because it can expand their working hours. In areas where public transport is limited and when employees do not drive, supplying transport can encourage members of staff to work hours they would not in any case.

This can increase production and have a positive impact on the bottom line of a company. There is the bonus that you are reducing a build-up of traffic and contributing to the local area by doing so. This can help your company's general goodwill in the area it is based, opposed to the opposite, when your company's influx of commuters is negatively contributing to rush hour traffic.

During the study (62.5%) were strongly agreed that lack of transportation services contributed to factors affecting passengers' satisfaction, (30%) also were agreed that lack of transportation services contributed to factors affecting passengers' satisfaction, while (2.5 %) disagreed that lack of transportation services contributed to factors affecting passengers' satisfaction and (5 %) respondents remained neutral. This study suggested that employees needed transportation service in an organization, Transportation services among the employees always will promote passengers' satisfaction and time management also transportation services boost productivity and reduced absenteeism.

4.5 Insufficient Transportation Services contributed to factors affecting passengers' satisfaction

Based to the previous study, it revealed that there were few transports transportation services which affected much passengers' satisfaction in DBRT. Table 4.5 shows below.

Table 4. 1 To find out how insufficient transportation services contributed to factors affecting passengers' satisfaction

Transportation Services	Frequency	Percentage
Strongly Disagree	50	50
Disagree	30	30
Neutral	5	5%
Agree	10	10%
Strongly Agree	5	5%
Total	100	100

Source: Field Data, (2023)

Lack of Health Insurance

Health insurance benefits are an important investment in the well-being of employees. They provide a layer of protection and care that can help employees prioritize their health and wellness, which in turn leads to increased productivity. By providing access to quality healthcare, employers can ensure that their employees are able to focus on their work without worrying about medical bills or other financial worries. Additionally, health insurance benefits can also help reduce stress levels and improve overall morale within the workplace. In short, investing in health insurance benefits for your employees is a wise decision that will pay off in the long run through improved productivity and employee satisfaction.

Health insurance benefits can include coverage for medical expenses, prescription drugs, dental and vision care, mental health services, and more. These benefits help to ensure that employees are healthy and productive and that they remain loyal to their employers. This can ultimately lead to increased productivity as well as reduced absenteeism and turnover rates. Additionally, providing health insurance benefits can also help to attract top talent as well as improve morale among existing staff members.

Measures that should be taken to increase passengers' satisfaction.

In order to improve passengers' satisfaction, it is essential to identify and implement various measures that can enhance the overall user experience. In this essay, we will explore several possible measures that can be taken to increase passengers' satisfaction at the DBRT system.

Enhance Route Planning and Scheduling

An efficient route planning and scheduling system is vital for ensuring that buses arrive on time and reach all necessary destinations. This can be achieved by regularly analyzing passenger flow data, optimizing routes, and adjusting schedules to accommodate peak hours and popular routes. Implementing real-time GPS tracking and providing accurate information on bus arrival times can also help improve passengers' satisfaction.

Implementation Fare Collection and Payment Systems

A convenient and user-friendly fare collection and payment system is crucial for a seamless passenger experience. Implementing contactless payment options, such as smartcards or mobile payments, can reduce waiting times at ticket counters and minimize the risk of fraud or lost tickets. Additionally, providing clear information on fares and discounts can help passengers make informed decisions and reduce dissatisfaction.

Provision of Customer Service and Staff Training

Well-trained and courteous staff play a significant role in enhancing passengers' satisfaction. Investing in regular training programs for DBRT employees can help ensure that they are knowledgeable about the system, able to handle complaints effectively, and provide helpful information to passengers. Implementing customer feedback mechanisms, such as surveys and complaint hotlines, can also help identify areas for improvement and address passengers' concerns.

Promote Regulatory Frame Work

Ensuring that the DBRT system is accessible to all passengers, including those with disabilities, can significantly improve overall satisfaction. This can be achieved by providing ramps,

designated seating areas, and other accommodations for passengers with mobility issues. Additionally, implementing clear signage and communication materials in multiple languages can help passengers with diverse backgrounds navigate the system with ease.

Enhance Security and Safety Measures

Passengers' safety and security are paramount in ensuring their satisfaction. Implementing security measures, such as installing surveillance cameras, hiring security personnel, and conducting regular security audits, can help create a safe environment for passengers. Additionally, promoting awareness of safety guidelines and emergency procedures can help passengers feel more confident in their journey.

Improve Infrastructure

One of the critical factors affecting passengers' satisfaction is the availability of comfortable and well-maintained vehicles. To enhance the quality of the DBRT system, it is essential to invest in modern, fuel-efficient, and environmentally friendly buses. Additionally, improving the infrastructure, such as bus stops, shelters, and waiting areas, can contribute to a better experience for passengers.

Recommendations

Based on this study, the paper ends over by providing the following recommendations to be done seriously in order to improve workers' satisfaction in DBRT.

- i. The study recommended that job training in passengers' service should be provided on a normal basis to maintain necessary skills like problem-solving, listening skills, and telephone skills. Training is crucial because it addresses opportunities for employees to develop their insight and further develop their work abilities to become more responsible in the workplace. There are a few reasons why managers should start preparing training programs for their employees, for example, it further develops abilities and information. Employee training programs assist with boosting productivity. These opportunities will promote employee performance.
- ii. Training programs can also help to prepare employees who are moving into higher jobs and taking on additional obligations in an organization. These projects will assist them with acquiring the abilities that are expected to work in their new positions or new promotion. For instance, they might be prepared for authority abilities. Or in a specific software, they will use in their new role or promotion. Training programmed value employee in an organization.
- iii. The organization should concentrate on enhancing the safety and security of employees. Employees always wish to be guaranteed their protection with no distractions. Enhancing the safety of employees through health and safety programs which are initiated by management and other stakeholders will help improve the satisfaction of employees. Safety can be improved through improving the working environment in the organization, proper arrangement of equipment in offices. Making employees work in a safe environment will make twice as much their rate of performance. Providing good working environment will assist employees with feeling like the organization is putting resources into them. And they won't simply turn out to be better employees, they will feel like more useful individuals from the organization.

- iv. Therefore, the integration of advanced Urban planning and integration should be neglected if the organization is to stay competitive in the passengers' service organization. In addition to everyday work, the company should build a work environment that motivates and appreciates employees' assistance to improving passengers' satisfaction.
- v. Advanced Infrastructural development helps an organization to put the efficiency and effectiveness of a new performance management system, utilizing these systems to prepare your workers will support the need to meet objectives and assist employees with better comprehension of what is generally anticipated of them. Including dedicated bus lanes and well-designed stations that will be essential for making movements easier.
- vi. Operational efficiency helps employees to schedule and maintenance like the utilization of time programming frameworks. Organizations must prepare their employees to make diagrams and bookkeeping sheets, alter information in their data set, and comprehend network plans to give a more thorough comprehension to further develop work environment productivity.
- vii. Ppassengers' satisfaction was proved to be the important determinants to maintain the overall performance system of the firm. There were some suggestions for service managers derived from the findings of this research. Managers should consistently monitor and improve all channels through which product or service pass regularly. For this purpose, capacity planning of employees was necessary to avoid stressful situations. It can be done by setting employees targets to be achieved daily to measure over and under capacity of their work.
- viii. Capacity planning help in setting targets and measuring the performance by evaluating the amount of work employee can deliver each day. Thus, services can be improved by aligning the functions of all the departments and by organizing the intercommunications between cross functional departments in timely manner. Also, it is necessary to measure employee performances on monthly or quarterly basis. Quality checks and measurements on monthly basis can help to raise the quality standards. For this purpose, mystery shopping is a useful technique in order to be updated about various branch operations. Employee motivation is
- ix. A key thing to achieve organizational goals and objectives. To trigger employee motivation, reward system should be introduced at the workplace.
- x. Developing a framework for employees by setting the example of behaviors to be followed by the managers can really help in this regard. Furthermore, the importance of proper market research and analysis cannot be neglected to know about competitors move and to capture the market. In last, managers should always consider the fact that a good passengers' service can cover the flaws or loopholes of overall service system.
- xi. This paper goal was to achieve this objective by collecting views from passengers of the institution and the staff and management. The passengers' expressed their views on the Information Technology facilities used by DBRT in its operations as well as the staffs' response, especially in situations where there was technology failure or delay. The staff were also to express their views on their assessment of the use of the various IT facilities available for their use and management's function in ensuring that the right technologies are made available to discharge their duties for the benefit and satisfaction

of the passengers'. After analyzing the views from both it was observed that most of the passengers were not satisfied with DBRT

- xii. DBRT need to respond and adapt to changing environmental conditions if they intended to survive. They can instigate changes in the environment which was in their own interest.

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