STRATEGIES ADOPTED BY MATATU SAVINGS AND CREDIT CO-OPERATIVE ORGANIZATIONS ON SERVICE QUALITY IN PUBLIC PASSENGER TRANSPORT IN ELDORET, KENYA

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Abstract

This study sought to determine the strategies adopted by matatu savings and credit cooperative organizations on service quality in public passenger transport in Eldoret town, Kenya. This is in light of concerns that despite the increase in the number of matatu SACCOs registered in Kenya, with many operators joining them, a limited number of empirical studies have been carried out, either locally or internationally on strategies adopted by matatu SACCOs on service quality of public passenger transport in Kenya. The study particularly sought to find out the effect of fleet management on service quality in public passenger transport in Eldoret town. This study was guided by the Agency Theory. This research used a cross-sectional survey research design. The target population was 276 stakeholders in the matatu industry in Eldoret. The researcher used stratified sampling method where the population was placed in five strata: matatu drivers, conductors, traffic police officers, and SACCO officials. Simple random sampling was then applied to select the respondents. Thirty percent (30%) of respondents were selected

from each stratum to yield a sample of 185 respondents. Data was collected using structured questionnaires and was analyzed using both descriptive and inferential statistical methods. Hypotheses were tested using multiple regression. The study findings indicated that all the predictor variable fleet management (β = 0.261; ρ < 0.05), influenced service delivery of public transport in Eldoret town. The study recommended that stakeholders in the public sector transport should focus on intensifying the implementation of quality management practices to improve public transport safety for all citizens, conduct road safety campaigns with insights into road user behaviour and behavioural modification.

Keywords: Matatu SCCOOs, Fleet Management, Service Quality, Public Passenger Transport

INTRODUCTION

Service quality refers to a set of principles, standards, policies and constraints to be used to guide the designs, development, deployment, operation and provision of services delivered by a service provider with a view to offering a consistent service experience. According to Markovic and Jankovic (2013), service quality is measured using SERVQUAL instrument which consists of 22 items which measure five service quality dimensions, namely: reliability, assurance, tangibles, empathy and responsiveness. Reliability involves the ability to perform the promised service dependably and accurately, assurance involves knowledge and courtesy of staff and ability to inspire trust and confidence, tangibility involves the appearance of physical facilities, empathy involves the provision of caring, individualized attention to customers' needs and finally, responsiveness entails the willingness to help customers and providing prompt services (Chepkoech, 2013).

Perceived service quality results from comparisons by consumers of expectations with their perceptions of service delivered by the service providers (Zeithaml, 1990). It can be argued that the factor underpinning the delivering of good perceived service quality is actually meeting the expectations of the customers. Thus, excellent service quality is exceeding the customers' expectations. Zeithaml and Bitner (2000) suggested that customer expectations are beliefs about a service that serve as standards against which service performance is judged. Service quality and customer intensions are distinct concepts, although they are closely related (Nanziri, 2011). It is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis.

When customers enter a relationship with a service provider, they have a desired level of service in mind, according to Vosset (2007:950). This implies a service level which they hope to

receive and believe can be delivered. They also have a minimum level of acceptable service as they realize that service will not always reach the desired levels-this is the adequate service level. Between these two service levels there is a zone of tolerance that customers are willing to accept. This implies that customers have a predicted level of service, which is the level of service they believe the company will perform. It is vital that the management of service-related companies understands and applies this principle.

In the public transport sector Anderson (2007) observed that operation failures of the matatus services affect customers' satisfaction. An operation failure, such as a possible delay of a transportation means, creates bias to customers, resulting to unsatisfied customers. Further, he showed that customers have the trend to blame the service provider for everything that happens, even if the service failure is affected by external or internal factors. On one hand, it showed that interaction has a major impact between customers and personnel which may create satisfaction and on the other hand operation failures reduce the interaction between customers and personnel, and that is because customers are becoming biased by the work force of a public transportation company. In addition , Bielen and Demoulin (2007) showed that customer satisfaction in public transport system is being determined by dimension waiting time, in which three determinants are included; perceived waiting time, satisfaction which is related with information in occasion of delays and finally with satisfaction which is related with the waiting environment. As long as the above three determinants function well, customers will stay satisfied. Also, waiting time is considered to be crucial as it plays an intermediate role between satisfaction and loyalty link.

The objective of the study will be to assess the Strategies by Matatu SACCOs in ensuring effective service delivery in public sector transport. The word "strategy" is derived from the Greek word "stratçgos"; "stratus", (meaning army) and "ago" (meaning leading/moving); strategy originated in the military context in the form of plans and tactics for nations to win battles and wars using soldiers and weapons as key resources (Ngui, 2014). It is a plan or course of action chosen to achieve a certain goal in an organization by using available resources to meet the needs of the market and meet stakeholder expectations, (McCormick & Mitullah, 2013). A Strategy is an action that managers take to attain one or more of the organization's goals. It can also be defined as a general direction set for the company and its various components to achieve a desired state in the future. It is all about integrating organizational activities and utilizing and allocating the scarce resources within the organizational environment so as to meet the present objectives. While planning a strategy, it is essential to consider that decisions are not taken in a vacuum and that any act taken by a firm is

likely to be met by a reaction from those affected: competitors, customers, employees or suppliers (McCormick & Mitullah, 2013).

The Government of Kenya (GoK) recognizes cooperatives as suitable drivers in the economic development of the country and has therefore taken various steps in ensuring rapid growth and expansion of the SACCO movement, including streamlining the operations of the sector to increase accountability (Gardeklint, 2009). The GoK, in its effort to manage public passenger transport has employed the use of matatu SACCOs as a strategy to bring about proper management of matatus and sanity in Kenyan roads (Gardeklint, 2009). It aims at enhancing road safety, affordability, accessibility and overall health and wellbeing in the industry. To this end, the National Transport and safety Authority (NTSA), a statutory body established under the National Transport and safety Authority Act, 2012, brings together under one roof the functions of motor vehicle registration, transport licensing and motor vehicle inspection, road safety, driver testing and to some extent, traffic law enhancement. The objective of forming the authority was to harmonize the operations of the key road transport departments and help in effectively managing the road transport sub-sector and minimizing loss of lives through road accidents. The government has thus encouraged formation of SACCOs as local organizations that address local needs, provide sources of fair loans at reasonable rates of interest and promote personal growth of members (International Monetary Fund, 2007) in the public passenger transport sector.

Matatu SACCOs adopt various strategies to ensure service quality in the public passenger transport system. These include fleet management, implementation of traffic regulations and continuous education and training. Fleet management include a range of functions, including designation of routes, frequent inspections, drivers and conductor's management, handling customer complaints as well as vehicle maintenance. This allows vehicle owners to minimize risks associated with vehicle investment, improve efficiency and productivity (Njoroge, 2015). Traffic regulations refer to the laws, regulations, guidelines and specifications governing road safety. In the matatu industry, it involves the use of safety belts, speed governors, drivers and conductors being in uniforms as well as carrying the right number of passengers in the matatu vehicles (Kumar & Barrett, 2008). Continuous education and training includes educating the public on issues pertaining to their rights and safety, educating the drivers on road safety issues, and continuous training on safety measures.

Prior literature is replete with studies focusing on the independent variables of fleet management, adherence to traffic regulations, and continuous education and training. Gitai and Ogolla, (2014) did a study on the influence of fleet management practices on service delivery to refugees in the United Nations High Commissioner for Refugees Kenya Programme. The study

used descriptive research design. The target population consisted of employees in the transport and fleet management in the UNHCR, a total of 390 employees. Stratified random sampling technique was used to obtain a sample size of 117 (30%) respondents. Questionnaires were used to collect data which were hand-delivered to the respondents. Data was analyzed using descriptive statistics, content analysis and regression analysis. The study revealed that vehicle repair and maintenance influenced service delivery to refugees in the UNHCR Kenya Programme to a very great extent. The study also established that fuel management influenced service. The study concluded that fuel consumption rate tracking, fuel sourcing, fuel monitoring, allocating fuel day-to-day and monitoring usage rates aspects of fuel management influence service delivery. The study recommended that organizations should have strict servicing and maintenance schedules for vehicles, including routine checkup and maintenance, serviced engines, proper tyres, headlights and steering. It also recommended that spare parts should be available in stores, and that yearly purchase of spare parts and vehicle repair and maintenance should be done regularly to avoid many risks.

Another study by Okeyo (2016) focused on the effects of the introduction of the policies and regulations of public transport sector on customer service delivery. The study sought to establish the extent that Sessional Paper No. 2 of 2012 on the Integrated National Transport Policy and National Transport and Safety Authority Regulations 2013 had been implemented, the characteristics of PSV industry operations and consumer satisfaction with PSV service quality offered after formulation of the policy and how the current regulatory structure could be combined with other approaches for improved transport system. The research used non-experimental study design to get primary data from a sample of 208 household respondents and twelve key informants. Data was collected using questionnaires and analyzed quantitatively to yield descriptive and inferential test statistics.

The results showed that participants were indifferent as to the extent of implementation; that there was evidence of compliance yet, at the same time, there were deficiencies in implementing the same. The study established that the organization level of the PSV industry ranked as low to medium. Half of the respondents were satisfied that PSV service quality had improved with the implementation of the requirement for the formation of PSV SACCOs. With regard to regulations, most of respondents indicated that there were already enough laws and regulations to manage the commuter transport sector and thus called for stringent implementation of these regulations.

The study recommended that, the INTP and NTSA had made tremendous contributions to compliance of the regulations but there was still a lot to be desired as it only addresses issues of licensing and speed regulations while ignoring other pertinent issues such as flow

control, physical bottlenecks, formalization of the sector, reduction in conflict, passenger comfort, routing issues and passenger safety that would give birth to a holistic integrative approach.

In terms of continuous education and training, a study was conducted by Wanjau (2015) on public perception of traffic management strategies applied in commercial motorcycles transport in Eldoret Municipality, Kenya. The research questions that directed the study included: what strategies are operational on traffic management of commercial motorcycles? What challenges are experienced and what perceived strategies would assist in the traffic management of commercial motor vehicles in Eldoret Municipality? Survey research design was adopted in the study, simple random sampling technique was used to sample 10 registered self-help groups and multistage sampling technique was employed to sample 200 passengers and 60 commercial motorcyclists. The study established that the public had a positive perception of operating strategies of traffic management strategies. High cost of maintenance (78.4%) and informal training of commercial motorcycles (75%) were the main challenges experienced in the traffic management of commercial motorcycles. The study recommended that to maintain positive public perception and to reduce accidents, training of motorcyclists is necessary.

Tamara & Wegman (2011) conducted a study on improving the effectiveness of road safety campaigns: Current and new practices aimed at improving road safety are still the exception rather than the rule. Because of this, ineffective campaigns and campaign techniques are allowed to continue to be utilized without question, while new methods of behaviour modification are often ignored. Therefore, the necessity and advantages of formally evaluating road safety campaign efforts are discussed. This article also described the pros and cons of some of the more common campaign strategies and introduces a number of new methods that show a great deal of promise for the purpose of road safety campaigns. In order to infuse the field of road safety campaigning with such new insights into road user behaviour and behavioural modification, one should look beyond the confines of road safety campaign standards and learn from the knowledge gained in other disciplines such as economics and social psychology.

The performance of the matatu industry may be considered using growth indicators. These indicators are the number of new matatus that enter the designated routes each year, the profitability of the sector, the lifespan of the matatus, the number of jobs the sector creates every year, the growth of the matatu SACCOs and the lawlessness in the sector (Chitere, 2004). Stakeholders in the matatu industry play a vital role in its performance as they have to work together in unison towards achievement of its goals and objectives. The stakeholders include matatu owners, matatu operators (drivers and conductors), users (commuters),

regulators/civil associations, NTSA, Matatu Vehicle Owners Association (MVOA), Matatu Welfare Association (MWA), support industry (bus stop workers, mechanics, petrol station attendants) and the community at large. By facilitating a broader policy dialogue involving key stakeholders in the industry and the inclusion of the matatu industry in the reform process, rather than the exclusion of the industry as so often seen in the past, this study argues that studies adopted by matatu SACCOs can play an important role in the creation of a more comprehensive transport system by ensuring that services delivered to customers in the matatu industry brings about satisfaction. It is on this background therefore, that this research aims to establish the strategies adopted by matatu SACCOs for delivery of service quality in the public passenger transport system in Kenya.

Statement of the Problem

To bring sanity to public transport, the GoK encouraged the formation of matatu SACCOs, whereby matatus and bus operators are by law required to organize themselves into SACCOs or companies for ease of management and enforcement of discipline as well as ensuring effective service delivery. It became mandatory for all those seeking NTSA certification to be members of a matatu SACCO in Kenya or belong to a company. The intention of the Legal Notices No. 161 of 2003, No. 83 of 2004 and No. 65 of 2005 were to regulate the public transport sector as part of the Integrated National Transport Policy (INTP, 2012), while the matatu SACCOs was meant to restore order, reduce accidents, increase passenger safety, reduce conflicts and safeguard private investment in the public passenger transport sector. Other objectives were to facilitate the transition of the para-transit business from the informal to the formal economy, increase employment opportunities and inculcate a culture of respect for the matatu sector regulations as well as improving service delivery in public passenger transport (McCormick & Mitullah, 2013).

Although there has been an increase in the number of matatu SACCOs registered in Kenya, with many operators joining them, few studies have been carried out, either locally or internationally on strategies adopted by matatu SACCOs on service quality of public passenger transport in Kenya. The only studies on the industry are those of Ngui (2014), Simani (2015) and Wanjau (2015) that focused on stakeholder's perception of public transport. From the above studies, it is clear that regulatory compliance has not been adequately adhered to and this has led to poor management and poor service delivery of the public transport system in the country. From these studies it is evident that none has focused on the strategies adopted by matatu SACCOs on service delivery in public passenger transport, hence the need for this study to fill the knowledge gap.

Objective of the Study

What is the effect of fleet management on service delivery in public transport in Eldoret town?

LITERATURE REVIEW

Review of Theories

Agency Theory

Agency theory was developed by Jesen and Meckling in 1976. It was developed as a framework for analyzing conflicting interests between key stakeholders and geared towards development of ways for resolving conflicts (Tipuric, 2008). Besides prevalent contribution within discipline of corporate governance, agency theory application is wide. It may be applied in every situation in which one party (the principal) delegates work to another (the agent), who performs that work. Agency theory seeks to describe the relationship in terms of behavioral characteristics and provides mathematic instrument for evaluating situations between parties who lack mutual trust. It explains how to best organize relationships in which one party determines the work while another party does the work (Jensen & Meckling, 1976). In this relationship, the principal hires an agent to do the work, or to perform a task the principal is unable or unwilling to do. To determine when an agent does (and does not) act in their principal's interest, the standard of "Agency Loss" has become commonly used. Agency loss is the difference between the best possible outcome for the principal and the consequences of the acts of the agent.

The more an agent's acts deviate from the principal's interests, the more agency loss increases. When an agent acts entirely in their own self-interest, against the interest of the principal, then agency loss becomes high. According to Eisenhardt 1989, research shows that agency loss is minimized when two particular statements are true. The first is that the principal and the agent share common interests. Essentially, this means that both the principal and the agent desire the same outcome. The second is that the principal is knowledgeable about the consequences of the agent's activities. In other words, the principal knows whether their agent's actions serve in the principal's best interest. If either of these statements is false, it follows that agency loss is therefore, likely to arise (Eisenhardt, 1989).

In the context of matatu SACCO, Agency Theory is best used to understand the conflicting interests of the various players in the matatu industry and how the agent shares common interests as all the players desire similar outcomes. For example, in the Matatu industry, the principals are the matatu owners, delegating to the agents, who are the management of the SACCO, to perform tasks on their behalf. Agency Theory assumes that both the principal and the agent are motivated by self-interest. Thus, if both parties are motivated by self-interest, agents are likely to pursue self-interested objectives that deviate and

even conflict with the goals of the principal yet, agents are supposed to act in the sole interest of their principals.

Fleet management and service quality in public passenger transport

Gitai and ogolla, (2014) did a study on the influence of fleet management practices on service delivery to refugees in united nations high commissioner for refugees Kenya programme. The study used descriptive research design. The target population for the study consisted of employees in transport and fleet management in UNHCR total of 390 employees from which the study used stratified random sampling to obtain a sample size of 117 (30%) respondents. Questionnaires were used to collect data which were hand delivered to the respondents. Data was analyzed using descriptive statistics, content analysis and regression analysis. The study revealed that vehicles repair and maintenance influence service delivery to refugees in UNHCR Kenya programme to a very great extent. The study also established that fuel management influence service delivery to refugees in UNHCR Kenya programme to a great extent. The study concluded that fuel consumption rate tracking, fuel sourcing, fuel monitoring, allocating fuel day-to-day and monitoring usage rates aspects of fuel management influence service delivery to refugees at UNHCR Kenya programme. The study recommends that organizations should have a strict servicing and maintenance schedule for vehicles, routine check-up and maintenance, serviced engines, proper tyres, headlights and steering; spare parts should be available in stores, yearly purchase of spare parts and vehicle repair and maintenance should be done regularly to avoid many risks.

Zeimpekis (2009) conducted a study on design and evaluation of a real-time fleet management system for effective service delivery in urban freight distributions. The aim of the study was to enhance urban service delivery execution by modelling the process of dynamic incident handling through the design and implementation of a real-time fleet management system. The research methodology that was followed combined three basic steps: literature review and interviews for requirements elicitation and system design, theoretical system testing and evaluation via simulation and confirmatory study of the theoretical results through field experiments in two freight operators. During the design process of the system the study focused on two main performance aspects of the system. Firstly, such systems should have the ability to detect time deviations from the initial plan when they occur. The study proposed thus, a method for travel time estimation which is based on historical data from previous delivery deliveries. The study demonstrated that this method provides very accurate results when traffic conditions are not

Njoroge (2015) conducted a study on quality management and safety in public transport Sacco's in Nairobi City County. This study sought to establish quality management practices by public transport SACCOs in Nairobi City County. The study adopted a descriptive research design. The target population was 85 registered public transport SACCOs in Nairobi City County. The SACCOs were distributed in nine major routes within Nairobi City County. Cluster sampling method was used to select one third (1/3) of the SACCOs from each route. There were three respondents from each of the selected SACCOs who included owner/management, driver/conductor and passenger. Hence the total number of respondents was ninety. The data was collected using a questionnaire and analyzed using descriptive and inferential statistics. The study established that there was a positive and significant relationship between quality management and public transport SACCO's safety. It was further established that total quality management had the most influence on safety in public transport, followed by self-assessment and benchmarking. The study recommended that policy makers should focus on intensifying the implementation of quality management practices to improve public transport safety for all citizens and further recommended that investors in the public transport should invest more in total quality management, followed by self-assessment and benchmarking.

Another study was conducted by Owino (2015), on the effect of management competence, competition and working environment on performance of public service vehicle SACCO in Nairobi County. Since SACCOs performance is affected by so many factors key among them being management competence, competition and the working environment, this study sought to establish the extent to which the three factors impact on the overall performance of public service vehicle SACCOs in Nairobi County with the main objective being to establish the relationship between the variables under study. The study targeted a population of 63 PSV SACCOs registered and operating in Nairobi County of which a survey was done to help draw a generalized conclusion on the PSV SACCOs performance in Nairobi County. The study used a descriptive research design with SPSS and the multiple regression models being used to analyze and present data.

From the data collected and analyzed, the study found to exist, a positive relationship between management competence and SACCO performance such that as management competence rises, SACCO performance rises and falls when management competence falls. Data analysis further revealed another positive relationship between SACCO performance and the working environment such that a favourable working environment commands better SACCO performance while unfavourable working environment caused poor SACCO performance. However a negative relationship was seen to exist between SACCO performance and level of competition such that as the level of competition went up, SACCO performance was seen to

drop and only increase when the level of competition went down. The study recommended that SACCO members elect people with managerial competence to manage their SACCO affairs and that SACCO directors appoint/employ highly qualified staff to help them run their SACCOs because management competence was seen to have a positive effect on SACCO performance.

Misiurski, (2015) examined the impact of the quality of the bus fleet in the implementation of strategy of sustainable development of a region. The study reviews the legal documents of the European Union (EU) relating to the implementation of the strategy of sustainable development of a region in a public transport. It shows the current condition of research on the shape of the bus fleet in bus companies in Poland, and on the basis of the analysis performed; it indicates the status of its operation and use. It also shows the results of a survey on factors which direct passengers when choosing a means of transport. The study showed that the condition of the bus fleet is of great importance to the quality of transport services provided by the bus company and, as a result, to the implementation of sustainable development policy in a region. The study recommended that by pointing to the fact that the aim of the EU transport policy is to increase the role of public transport, strategic action should be taken to renew the bus fleet in the bus companies.

RESEARCH METHODS

Target population

The study was conducted among all matatu SACCOs and stakeholders in Eldoret town. According to the National Transport and Safety Authority (2017), there were 635 registered Matatu SACCOs operating in Kenya, out of this 31 are registered in Eldoret town. The study specifically targeted the 15 Matatu SACCOs in Eldoret main stage. The study targeted 276 respondents who included 112 Matatu drivers, 112 conductors, 7 traffic police officers and 45 SACCO officials.

Description of the Sample and Sampling Procedures

To select the representative study sample, the researcher used stratified sampling method where the population was placed in four strata: matatu drivers, conductors, traffic police officers, and SACCO officials. Proportionate random sampling was then applied to select respondents from matatu drivers, conductors, traffic police officers, and SACCO officials. This allowed all respondents an equal chance of being selected to be part of the study. According to Mugenda and Mugenda (2003) a sample of between 10-30% is deemed sufficient enough for homogenous population. Thirty percent (30%) of respondents were selected from each stratum; thus totalling to a sample of 185 respondents.

Table 1 Sample Size

Category	Target Population	sampling technique	Sample size
Matatu drivers	112	0.3x 112	34
Conductors	112	0.3x 112	34
Traffic police officers	7	0.3x 7	2
SACCO officials	45	0.3x 45	14
Total	**276**		**185**

Source, NTSA, (2017)

Description of Data Analysis Procedures

Data was sorted and coded, then tabulated for ease of analysis. This study used both descriptive and inferential statistics to analyze the data. Descriptive statistics yielded frequencies, percentages and means, which were used to present the data and also to summarize responses for further analysis and facilitate comparison.

Multiple regression analysis was used to test hypotheses. According to Hair (2005) multiple regression analysis is applied to analyze relationships between a single dependent variable and multiple independent variables, and hence considered appropriate for this study.

The model is derived as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where

Y = Service Delivery

β_0 = Constant term or intercept

X_1 = Fleet management

X_2 = Implementation of traffic regulations

X_3 = Continuous training and education

ϵ = error term

RESULTS AND DISCUSSION

Effect of Fleet Management on Service Delivery in Public Passenger Transport

The study sought to find out the effect of quality fleet management on service delivery in public transport in Eldoret town. This is shown in table 1 below.

Table 1 Effect of fleet management on service delivery in public transport

Fleet management	M	SD
Matatu SACCOs has made it possible to ensure reliability of fleet management	4.51	0.708
The SACCOs has ensured operation of well serviced vehicles.	3.90	1.330
Matatu SACCOs has made the working conditions in the matatu industry to be conducive.	4.53	0.699
The SACCOs have made it easier to ensure that matatus operate in designated routes and at convenient business hours	4.52	0.710
Management of drivers and conductors has been made promptly through the SACCOs.	4.45	0.697
All matatus have designated routes and parking bays through the Matatu SACCOs.	3.30	1.329
The SACCOs have regulated working hours for employees.	4.73	.446
Through the SACCO, vehicles have qualified matatu drivers who understand the needs of their customers.	4.66	.649
There has been an enhanced customer relation through prompt and reliable parcel deliveries by the matatu SACCOs.	3.44	1.272

From the findings respondents indicated that Matatu SACCOs has made it possible to ensure reliability of fleet management was supported by a mean of 4.51 and a standard deviation of 0.708, on whether SACCOs has ensured operation of well serviced vehicles, the response was supported by a mean of 3.90 and a standard deviation of 1.330, on the issue that Matatu SACCOs has made the working conditions in the matatu industry to be conducive the mean was 4.53 spread at a standard deviation of 0.699. Further on the issue that SACCOs have made it easier to ensure that matatus operate in designated routes and at convenient business hours, the mean was 4.52 and a standard deviation of 0.710, in relation to whether Management of drivers and conductors has been made promptly through the SACCOs, the mean was 4.45 spread at a standard deviation of 0.697, in addition when asked whether all matatus have designated routes and parking bays through the Matatu SACCOs , the respondents agreed at mean of 4.35 spread at standard deviation of 0.957.

Furthermore, on when asked whether, SACCOs have regulated working hours for employees, the respondents agreed at mean of 4.73 spread at standard deviation of 0.446, also on whether the SACCO, vehicles have qualified matatu drivers who understand the needs of their customers, the respondents agreed at mean of 4.66 spread at standard deviation of 0.695.

Lastly, on whether there has been an enhanced customer relation through prompt and reliable parcel deliveries by the matatu SACCOs, the respondents agreed at mean of 3.44 spread at standard deviation of 1.272. This implies that all the respondents were in agreement that quality fleet management effect service delivery in public transport in Eldoret town since their responses were between 3.50-4.49 implying a Strong relationship between the variables. Additionally, the standard deviation was between 0.9 to 1.2 which was higher than 0.5 indicating the homogeneity of study data. The findings indicate that fleet management played by Matatu SACCOs leads to effective service delivery in public transport in Eldoret town

This agrees with Njoroge (2015) who stated that there was a positive and significant relationship between quality management and public transport SACCO's safety. He further stated that total quality management had the most influence on safety in public transport, followed by self-assessment and benchmarking. Owino (2015), found to exist, a positive relationship between management competence and SACCO performance such that as management competence rises, SACCO performance rises and falls when management competence falls. Misiurski, (2015) stated that fleet management is of great importance to the quality of transport services provided by the bus company and, as a result lead to the implementation of sustainable development policy in a region.

Inferential Statistics

In order to establish the availability of statistical association between the independent variable of the study (fleet management) on the dependent variable (service delivery in public transport in Eldoret town) regression analysis was employed. To provide unbiased estimates of the study parameters, various assumptions of regression were tested. These include normality assumption, and homoscedasticity assumption of the independent variables.

Test of Normality assumptions

Normality is one of the assumptions for multivariate analysis. Regression assumes normality between the variables under analysis, Skewness and kurtosis measures of the distributions should be calculated, skewness describes how symmetrical the distribution is around the centre, kurtosis describes how flat or peaked the distribution is. According to Hair *et al., (*2010) skewness and kurtosis should be between ±1.96. Table 2 shows all variables with corresponding skewness and kurtosis values. Clearly, most of the variables did not violate (or are at least close enough to) the assumption of normality based on the rule of ±1.96 If it is between -1.96 and +1.96 the data is normal and if lies outside the bracket the data significantly

deviate from a normal distribution. Therefore, from the findings the data was normal thus further analysis could be done.

Table 2 Normality assumption

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Quality Fleet Management	-.673	.201	.656	.400

Test of Homoscedasticity assumption

Homoscedasticity assumes that the dependent variable shows an equivalent level of variance across the range of predictor variable. Homoscedasticity is one of the assumptions required for multivariate analysis. The study used Durbin-Watson statistic to test the assumption of Homoscedasticity, the Durbin-Watson statistic should be between 1.5 and 2.5.the results in Table 3 indicated that The Durbin-Watson statistic is 1.734 which is between 1.5 and 2.5 and therefore the data is not auto correlated.

Table 3 Test of Homoscedasticity assumption

Model	Durbin-Watson
1	1.734

Hypothesis Testing

In this study, a linear regression analysis was conducted to test the influence among predictor variables and service delivery in public passenger transport in Eldoret town. The research used statistical package for social sciences to code, enter and compute the measurements of the multiple regressions, to determine the linear statistical relationship between the independent and dependent variables for this study. The hypothesis was tested using the regression models. The regression equation was first obtained using the B coefficients on the line of best fit. The decision rule was that when the p-value is less than the conventional 0.05 the hypothesis is accepted and when it is above the conventional value 0.05 the hypothesis is rejected.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760[a]	.577	.568	.27393

a. Predictors: (Constant) Fleet management

Table 4 illustrates the model summary used in this study; Adjusted R square is coefficient of determination which tells us about the variation in the dependent variable due to changes in the independent variable. The value of adjusted R square was 0.568. This indicates that there was variation of 56.8% on adoption of service delivery in public transport in Eldoret town.

This shows that 56.8% changes in service delivery in public transport in Eldoret town could be accounted for by fleet management. R square is the correlation coefficient which shows the relationship between the study variables. These findings indicated that there was a strong positive relationship between fleet management and implementation of traffic regulations and service delivery in public transport in Eldoret town as shown by 0.577 R square.

Table 5 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.337	.359		.940	.349
	Fleet management	.040	.009	.261	4.611	.000

a. Dependent Variable: service delivery

H$_1$: **Fleet management played by Matatu SACCOs leads to effective service delivery in public passenger transport in Eldoret town.**

The results showed that fleet management played by matatu SACCOs leads to effective service delivery in public transport in Eldoret town with ($\beta = 0.261$; $\rho < 0.05$). The stated hypothesis was therefore accepted. The study hence concluded that there was a significant relationship between fleet management and service delivery in public transport in Eldoret town.

CONCLUSION

Based on the study findings, it was concluded that fleet management played by Matatu SACCOs leads to effective service delivery in public transport in Eldoret town. Therefore, matatu SACCOs have made it possible to ensure reliability of fleet management, ensured operation of well serviced vehicles, ensures that matatus operate in designated routes and at convenient business hours, vehicles have qualified matatu drivers who understand the needs of their customers and has enhanced customer relation through prompt and reliable parcel deliveries by the matatu SACCOs.

RECOMMENDATIONS

From the findings, it is recommended that stakeholders in the public sector transport should focus on intensifying the implementation of quality management practices to improve public transport safety for all citizens.

Further, SACCOs should conduct sensitization programmes on the importance of adhering to traffic regulations through understanding of traffic lights, road signs and the role of traffic police officers. All these will not only help in reducing the road crimes but also the road carnage hence effective service delivery.

The government also should provide adequate resources by the relevant government agencies to bring normalcy and regulate public transport services.

Lastly, SACCOs should conduct road safety campaigning with insights into road user behaviour and behavioural modification; they should look beyond the confines of road safety campaign standards and learn from the knowledge gained in other disciplines such as economics and social psychology.

SUGGESTIONS FOR FURTHER RESEARCH

The study looked at the strategies adopted by matatu savings and credit cooperative organizations (SACCOs) on service delivery in public passenger transport in Kenya. The study recommends that further studies should be done on the implementation of traffic regulations within the public transport sector focusing on both public and private vehicles covering a wider geographical area.

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