

Predicting revisit intention of commuters: A case study of private bus company in Pakistan

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Abstract

Present research tends to explore the impact of service quality and relationship switching cost on revisiting intention. This scrutiny is quantitative in nature that has explored new dimensions of service quality designed public transportation industry. Specifically, revisit intention is taken as main contributor in this study based on commuter satisfaction. In Pakistan, intercity bus service has become competitive market after improvement in road structure and economic globalization. This study considered Daewoo Express Bus Service (Pakistan). Data was collected from 167 commuters that travel through private bus services. All proposed hypotheses were supported. Thus, study unraveled several managerial implications such as private bus services should increase service quality by providing them choices about internal environment of buses. Moreover, it's not a wise decision by removing services to reduce expenses/cost to earn profits. This led intentions for commuters to switch as Daewoo is an educated professional's choice of traveling, therefore new tools of commuter retentions are required to maintain their brand meaning.

Keywords: Service Quality; Commuter Satisfaction; Revisit Intention; Relationship switching Cost

Introduction

Daily, millions of people travel through public and private transport to reach their destination within as well as out of the city (Risimati & Gumbo, 2018). Now a days the demand for public transportation has amplified speedily and it leads towards many complexities in system which is difficult to tackle the current scenario with which situation has become worse (Yang & Chao, 2017). In Pakistan, transportation infrastructure for 207.7 million people (Pakistan Beaur of Statistics, 2017) is in miserable condition. The road network in the country is approximately 264,401 KM's long that holds 96% of internal retail and 92% of travelers (Pakistan Economic Survey, 2015-16, 2016-17). Traveling through roads is the basic means of transportation system in Pakistan. Although the transportation system in Pakistan is wide and diverse yet it is still in evolving phase (Pakistan Economic Survey, 2015-16, 2016-17). It is facing critical obstacles like lack of e.g. modern facilities, regulations of transport system, availability of operative and satisfactory private transport system, management and procedural setup, traffic administration methods and maintained planning (Masood, Khan, & Naqvi, 2011). There exist many controversies among professionals and policy makers on these issues (Pakistan Economic Survey, 2016-17). Interestingly in a work by Heskett, Jones, Loveman, Sasser, and Schlesinger (1994), they found that the cost incurred to attract a new customer is five times higher than retaining an existing customer. This scenario has led to the need for current study about the revisit intention of an existing customer and factors involved in this process.

Revisit intention is based on predicted future behavior of a person (Oliver & Swan, 1989). Um, Chon, and Ro (2006) illustrated that intention of revisit is being observed as an addition of customer's satisfaction and choice making procedure of revisit. Satisfaction is one of the popular para-

digms that is extensively discovered by researchers for their possessions on repurchase intention in milieu of accessible behavior of customer (Chiu & Hong, 2013; Novoselov et al., 2012). Though, this one construct is commonly documented as multidimensional because its kinds and given effects differ in backgrounds. Customer satisfaction has been found to establish a straight and solid connection through product switching goal in five groups of different products like automobiles, hair oil, soaps, TV and ice-cream (Shukla, 2004).

Switching cost means the price sustained when switching, including time, money and psychosomatic cost (Dick & Basu, 1994) and is defined as supposed risk insofar as there are probable losses supposed by customers when switching transporters such as losses pertaining to financial, performance, social, mental, and safety in nature (Murray, 1991). Customers style of choice conduct is profoundly reliant on their observations and satisfaction regarding factors of service quality which are liable for people inclinations and gratification (Anable, 2005; Hensher & Greene, 2003). Hence, service quality satisfaction chain is broadly known in marketing literature and also applied in practice by the transportation industry (C.-J. Chou, 2014; de Ona, López, Mujalli, & Calvo, 2013; Gong & Yi, 2018; Hussain, Al Nasser, & Hussain, 2015; Kumar, Tat Kee, & Taap Manshor, 2009; Su, Swanson, & Chen, 2016; Yilmaz & Ari, 2017). The most broadly working measure of this variable is the one projected by Ananthanarayanan Parasuraman, Zeithaml, and Berry (1988)—the SERVQUAL scale, which consists of five magnitudes (tangibles, reliability, responsiveness, assurance, and empathy).

Studies which have been proposed about connections among commuter satisfaction, service quality and revisit intention has emerged as most deliberated problems. Revisit intention has an influential behavior as compared to commuter satisfaction like; (i) To attract previous commuters is foremost significant aspect than capturing new customers, (ii) retention of customer can be increased by 5% which will give benefit from 25-85% and (iii) retention of customer inclines to produce positive word of mouth recommendation (Reichheld & Sasser, 1990; Shoemaker & Lewis, 1999). Numerous prototypes are being projected and testified in various industrial level, that includes tourism as well (Aziz, Ariffin, Omar, & Evin, 2012). The structure of public transport is that zone which is still uncharted feature and yet to be explored. The present research tends to explore this phenomenon specifically.

In previous few decades, it is tried to bring better developments in transport system but not achieved (Friman, Larhult, & Gärling, 2013). Many bus services in Pakistan i.e. Daewoo Express, Bilal Daewoo, Faisal Movers, Kohistan, Skyways, Niazi Express and recently added Al-Halal Travels in Faisalabad have tried to introduce modern express services that are trying to connect almost every city of Pakistan 24 hours a day. These modern express busses tends to be more unique and well organized from the perspective of former studies over them, 72% respondents were found unhappy with the services they were being offered via public transportation (Sohail, Maunder, & Cavill, 2006).

The present research is based on Daewoo Express (Pvt.) Ltd commuters' satisfaction. Data is collected from Daewoo Express commuters who have travelled one or more times through this bus service. Previous studies conducted in Canada (Páez & Whalen, 2010), and Sweden (Friman, Larhult, & Gärling, 2013) has declared that commuters who rely on active transportation are more satisfied. Especially, revisit intention is our contribution in transportation sector and this relationship has added new relationships in literature as well as helps government to focus on this topic of discussion and formulate policies to overcome the effecting phenomena. Moreover, it will encourage public to travel through public transport rather than using personal vehicle that leads toward healthy and less polluted environment

Review of literature

Revisit intention is based on predicted future behaviour of a person (Oliver & Swan, 1989). Um et al. (2006) articulated that revisit intention has been observed as an addition of satisfaction rather than an originator of revisit decision making process. Satisfaction, in accumulation to earlier visit, has been viewed as one of the most chosen evaluation constructs to explain revisit intention (Bigne, Sanchez, & Sanchez, 2001; Kozak, 2001; Kozak & Rimmington, 2000; Mazursky, 1989; Oh, 1999; Um et al., 2006)

2.1 Commuter Satisfaction

Commuter satisfaction is evolved from customer satisfaction research that has been a prevalent field of study in fields such as marketing (Fornell, Johnson, Anderson, Cha, & Bryant, 1996). Given that commuter satisfaction can be measured as a type of customer satisfaction and it not only often outcomes from the service offered, but also from the client's reaction to the service which differs depending on a person's attitudes, personality, and predispositions (Friman & Felleson, 2009). Bitner and Hubbert (1994) claimed that satisfaction should be discovered as "encounter satisfaction" and "overall satisfaction". They depicted previous as the consumer's discontent with a distinct service encounter. Moreover, satisfaction of service originates from consumer's dissatisfaction with group based on all meetings and involvements with the specific organization.

Definition of "transaction-based satisfaction" was used by Jones and Suh (2000) and it denotes to a "consumer's dis/satisfaction with a discrete service encounter". This type of specific satisfaction is not essentially linked to overall satisfaction in which consumer experiences a diverse level of service quality from every distinct transaction. The definition of "experience-based" is for most usually hired term in researches of information technology which denotes to a specific expertise with a software platform or a new technology device. Nonetheless, satisfaction level must be dignified based on experiences that are specific in their nature. For instance the norms that are experience based are being used to model the satisfaction procedure of customer, while it has not tested (Woodruff, Cadotte, & Jenkins, 1983). Woodruff et al. (1983) recommended that customers associate their former experience with the present experience to regulate their level of satisfaction. Many experiences can be extended from the practice of a service or through the information that we receive of a product. Likewise, Daewoo Express consumers may associate their prior experiment to their recent experiment which thus regulates satisfaction level of commuters.

Switching Cost

Switching cost denotes to a customer's cost of time, money and effort linked with switching to other suppliers, compared with continuing to deal with its current suppliers, (Jones, Mothersbaugh, & Beatty, 2000; Russo, Confente, Gligor, & Autry, 2016). Burnham, Frels, and Mahajan (2003) identified three types of switching costs, namely: procedural, financial and relational switching costs. Relational or relationship switching cost contains personal kind of relationship loss and loss of brand. The costs of personal relationship loss are the breakage of connections of identification, formed by the customer with the intermingled people (Guiltinan, 1989; Klemperer, 1995; Porter, 1980). Whereas, brand relationship loss are related to the breaking of long term relation made with brand (Aaker, 1992; Porter, 1980). Customer frequently extracts connotation from his buying and his dealings which becomes an important share of their identity (McCracken, 1986). Hence, following hypothesis are proposed;

H1a: Switching cost has significant impact on commuter's satisfaction.

H1b: Switching cost has significant impact on commuter's revisit intention.

Service Quality

Service Quality in its existing conceptualization is a contrast of professed anticipation (E) of service with supposed performance (P) giving rise of the equation $SQ=P-E$ identified by (Anantha-

rathan Parasuraman, Zeithaml, & Berry, 1985), having five magnitudes reliability, tangibility, responsiveness, service assurance and empathy. In today's self-motivated marketplace, a firm's service offerings and quality are fairly simply derivative by competitors (Yang & Chao, 2017).

Van Acker, Van Wee, and Witlox (2010) depicts that choices of travel and its opinions lays on a person's chances and restraints that are being implanted in societal and spatial environment that hold their pack of chances and restraints. Moreover, many socio psychological theories have been assimilated in research relevant to transportation for example social value orientation theory Vugt, Meertens, and Lange (1995) and with the theory of planned behavior (Anable, 2005). Behaviors towards travel are inclined by many other aspects that can be external and internal to a person. Fishbein and Ajzen (1975) illustrated that substitute behavior is actually the outcome of opinions and emotional state and if any kind of change comes in them then the performance is also influenced because mood and behavior affect over individual subjective norms that are towards specific behavior of interest. When it attempts to access the frequent factors behind determined behavior, investigators should be concerned with attitudes, norms which are subjective in nature and more specifically intention behind that specific behavior. It depends on the positivity of the factors; the more factors will be positive the more positive behavior will be attained by an individual. Both have a tangible relationship with each other that cannot be separated. Positivity of behavior lays on the outcomes that can be only achieved through positive interaction through which an individual performs better.

H2a: Service quality has significant impact on commuter's satisfaction.

H2b: Service quality has significant impact on commuter's revisit intention.

Commuter Satisfaction

With the increasing of satisfaction approach, assessments of the quality of service, assurance, supposed price and typical style of both a reasoning and expressive nature will all be summed to yield an international assessment of the service, which is categorized international satisfaction in this procedure which should not be assumed as just to convey the possessions of the different factors (Páez & Whalen, 2010). Customer satisfaction has been found to establish a straight and solid connection through product switching goal in five groups of different products like automobiles, hair oil, soaps, TV and ice-cream (Shukla, 2004). Mere factors are far above than this: these factors normally emphasis on the root causes of decisive relationship termination converges. Then it can be converted into a novel and dissimilar idea which can alter the final effect of these reasons on closure.

Therefore, with the formerly stated rational it is proposed that customers' satisfaction will play a role of mediator among the element features of relationship termination and the dissolution itself (St-Louis ,Manauagh, van Lierop, & El-Geneidy, 2014). In other sense, customers who are satisfied are more enthusiastic to repurchase the products that they have used in past. For keeping consumer engage, the satisfaction of customer lies on concentration of a customer that is the main aspect. When these relations syndicate in one model, the antecedents, mediation, and consequences can be shown distinctly. Therefore, it is rational to forecast that customer satisfaction works as a required mediating construct between service quality and revisit intention.

H3a: Commuter satisfaction mediates the relationship between switching cost and revisit intention.

H3b: Commuter satisfaction mediates the relationship between service quality and revisit intention.

According to "Theory of Reasoned Action" choices are taken as a procedure of comparing and selecting between the intentions linked with every alternative in the set of choices (Ajzen & Fishbein, 1980). This procedure is crucially implemented by Fishbein and Ajzen because they have prolonged their model into the domain of choice making e.g. (Ajzen & Fishbein, 1980; Fishbein,

Ajzen, & Hinkle, 1980; Sperber, Fishbein, & Ajzen, 1980).. Based on choice, an intention is formed in which one alternative have to perform the behavior. That's why choice is taken as a procedure of compare and selecting between the attitudes and subjective norms linked with each alternative in set of choices. Prolonging this model to analyze the second procedure has been a modification for that it is being argued by us (Sheppard, Hartwick, & Warshaw, 1988). Two different possibilities exist that how and where the reduction of prediction arises that when a person need to select between alternatives. If the process of comparison of intention proceeds, the relation of intention performance may be attenuated. While estimating that what actually a person will perform his/her behavior or achievement of a goal, a person will likely to consider the factors that can alter his/her performance of an activity (Farley, Lehmann, & Ryan, 1981)..

Material and Methods

The participants of the present study were registered nurses providing services in public sector hospitals at Faisalabad. Newly Many researchers used quantitative method to collect data and gathered information in transportation industry like Ozbaran (2010) did in Turkey. This study also followed quantitative techniques and was designed according to the variable's position with effect to Daewoo Express. All items were adopted from previous studies. This study took place in first step as a pilot testing after translating questionnaire into Urdu because researcher felt that respondent can be of any age and may not have familiarity with English as English is not their mother tongue. So, different kinds of commuters (Students, Businessmen, Job holders etc.) were engaged for their valid and serious responses to know about the health of questionnaire. Final questionnaire was adopted containing 32 item scales with the name, service quality, relational/ relationship switching cost, commuter satisfaction, and revisit intention.

First section of the Questionnaire contains some personal information of the respondent to assess the ideal results of the research like gender, age group, education, employment status, family members, monthly income, their travel behavior and their personal vehicle type, way of traveling and their frequency of traveling. Section two contained a modified version of Service Quality variable originally developed by (Anathanarayanan Parasuraman et al., 1988) and denoted as SERVQUAL. However currently discussed variable has been adopted from (Javid, 2015). This section has been divided into three parts. (1) Symbolic (2) Functional (3) Cost and Time. Switching cost has been used previously by (Burnham et al., 2003; P.-F. Chou, Lu, & Chang, 2014) but this study consider relational switching cost. Commuter satisfaction has been adopted from (Chang & Chen, 2008; Fornell, 1992; Qiu, Ye, Bai, & Wang, 2015). This scale collected responses based on transaction-based satisfaction and experience-based satisfaction. Revisit intention is used in Wu, Li, and Li (2018) as we have adopted it according to our context. To response are collected on a five-point likert scale, ranging from "strongly disagree" to "strongly agree".

A three stages pre-testing pilot testing was conducted to improve questionnaire's design to insure reliability and validity. For content validity, personal interviews of three terminal managers of private transport were performed. Bilal Daewoo, Al-Halal Travels and Daewoo Express terminals were visited by researcher to comprehend the questionnaire's language. As per the respondents' suggestion the questionnaire was translated into Urdu language as it is the native language of Pakistani commuters. Basically, levels of 0.7 or more are considered as satisfactory level of reliability in basic research (Gronemus et al., 2010). The Cronbach alpha values after conducting pilot study is as follows: commuter satisfaction ($\alpha=0.847$), revisit intention ($\alpha=0.857$), relational/ relationship switching cost ($\alpha=0.733$), service quality ($\alpha=0.843$). It depicted that the Cronbach alpha values of

each construct were well above the suggested threshold of 0.7. Thus, all items were considered usable and potentially eligible for data analysis.

500 questionnaires were sent to Daewoo Express's main terminal; only 176 questionnaires were completely filled by commuters. Overall 33.4% response rate was received as Malhotra and Grover (1998) stated that response rate of 29% or above exceeds the recommended percentage of empirical studies. Common method variance (CMV) can be a threat for the validity of the research since the collection of data from a single respondent. Our 45.5% of respondents were around 20 years of age mostly students and 46.7% of respondents were between 21-30 years of age. It shows that our respondents were young educated people, they were commuters of Daewoo Express and knowledgeable about public transportation. The researcher has utilized both the procedural remedies and statistical remedies to identify the real problems and their solution. Data analysis was based on Structural Equation Modeling (SEM) to check the reliability, validity and responsiveness because SEM can handle the large number of endogenous and exogenous variables as well as latent and observed variables. SEM is one of the powerful tools now a days because it has effectively dealt with multicollinearity (Rigdon, Schumacker, & Wothke, 1998).

Results and discussion

Table 1 Commuter Profile

Description		N	%		N	%
Gender	Male	110	65.9	Female	57	34.1
Age	20 or under	76	45.5	21-30	78	46.7
	31-40	11	6.6	Above 50	2	1.2
Education	Below Matriculation	2	1.2	Matric	3	1.8
	Intermediate	4	2.4	Graduation	57	34.1
	Post- Graduation	101	60.5			
Employment Status	Student	77	46.1	Govt. Employee	48	28.7
	Private Employee	28	16.8	Business Person	11	6.6
	Others	3	1.8			
Family Members	1 to 3	22	13.2	4 to 8	118	70.7
	Above 8	27	16.2			
Monthly Income	N/A	34	20.4	Below 25000	41	24.6
	25000-34999	57	34.1	35000-50000	21	12.6
	Above 50000	14	8.4			
Travel on Public Transport	Job/ Work Purpose	61	36.5	Business Purpose	15	9
	Personal/ Social Purpose	91	54.5			
Personal Vehicle	Bicycle	12	7.2	Motorbike	87	52.1
	Car	37	22.2	Motorbike & Car both	25	15
	N/A	6	3.6			
Way of Traveling	Alone	80	47.9	With Family	40	24
	With Friends	32	19.2	With Colleagues	15	9
Frequency of Traveling	Daily	1	0.6	Weekly	17	10.2
	Monthly	34	20.4	Occasionally	115	68.9

Demographic factors of commuters played a very vital role in understanding purchasing behavior. Among 167 respondents, 65.9% were male and 34.1% were female ranging from 18 to 50 years of age. More specifically, 45.5% were 20 years of age or under, 46.7% were 21–30, 6.6% are 31–40, and 1.2% is 50 years of age or above.

60.5% of them have post-graduation degrees, while 34.1% were graduates. 46.1% of the respondents were students, who used to travel on Daewoo Express for their universities out station. 28.7% were Government employees, 16.8% were private employees and rest others. 13.2% of respondents have 1-3 family members, 70.7% of respondents have 4-8 family members whereas 16.2% of the respondents have above 8 family members. 20.4% of the respondents have Zero monthly income (most probably the students). Monthly income is the most crucial part, 24.6% respondents had below 25000 rupees monthly income, 34.1% respondents had between 25000-34999 rupees, 12.6% of respondents had between 35000-50000 rupees monthly income, and rest above 50000 rupees.

Measurement Model

Internal consistency, convergent validity and discriminant validity are the three constructs of measurement model. Here we have calculations of SRMR, Chi Square and NFI as mentioned followings:

Table 2 Goodness of Fit Indices

Description	Saturated Model	Estimated Model
SRMR	0.083	0.083
Chi-Square	522.49	522.49
NFI	0.708	0.708

The interesting part is that chi-square test is very generous when a scattering of factors happens non-normally. If we have cases (questionnaires) about 75 to 200 then the chi-square test is found as sensibly significant. But if the model has cases around 400 then the chi-square is fit regularly and truthfully. Standardized Root Mean Square Residual (SRMR) is normally used when the refinement between watched relationship and expected relationship association takes place. It is a strongly uneven degree and that slant is more important for little N and for low degrees of opportunity considers. Esteem under .08 is, generally, viewed as a strong match (Hu & Bentler, 1999). The current SRMR value is 0.08 which equals to general rule of thumb so that exhibits a reasonably strong match.

Table 3 Average Variance Extracted

Variables	(AVE)
Commuter Satisfaction	0.624
Revisit Intention	0.777
Relationship Switching Cost	0.484
Service Quality	0.477

Average Variance Extracted (AVE) as drawn above, exhibits that the AVE value of commuter satisfaction is 0.624, the value of revisit intention is 0.777, the value of is 0.484 and the value of service quality is 0.5712 respectively. As above mentioned all the values are greater than or equal to 0.4, therefore all the values are accepted.

Table 4 Path Estimates Direct Effect

Variables	β	Mean	STDEV	T Statistics	P Values
H _{1a} ---RSC -> CS	0.444	0.437	0.083	5.35	0.000
H _{1b} ---RSC -> RI	0.452	0.453	0.072	6.292	0.000
H _{2a} ---SQ -> CS	0.382	0.397	0.081	4.711	0.000
H _{2b} ---SQ -> RI	0.215	0.221	0.073	2.927	0.003
H ₃ -----CS -> RI	0.605	0.601	0.078	7.791	0.000

Hypothesis RSC -> RI is significant as its P-Value is 0.000 which shows the strength of the relationship. T statistics are also favoring the relationship with 6.292. Hypothesis SQ -> RI is found significant in path estimates direct effect with P- Value at 0.003. It is defined that its significance level is always been less than or equals to 0.005. T Statistics are also supporting the relationship with significance level of 2.927. Hypothesis CS -> RI this is also significant at 0.000 which shows that this mediator has strong significant relationship. Its T statistic or T-Test value is also significant at the level of 7.791.

It has been observed that demographic factors play a key role in commuters' revisit or repurchase intention. Same is the case with this research. But as far as the matter of gender is concerns, the researcher visited Daewoo Express terminal in three possible shifts (morning, noon and evening) randomly. The male respondents' ratio was 65.9% and female respondents found 34.1%. Female community on Daewoo Express bus terminal found less confident and even feeling insecure providing information sometimes; whereas male community was easily available and found ready to provide information. That is why the female response rate is lesser than male community. Age group is also a matter of great concern for commuters' decision making. Main commuters of Daewoo Express are 20 to 50 years of age. The reason behind that is, most of them are students or from working class. That's why they travel on Daewoo Express to reach at their destiny in time. It depicts that Daewoo Express commuters are well educated and time-oriented people who use to find travel comfort in Daewoo Express bus service during their journey hours. Moreover, the combination of students, government and private employees shows that the Daewoo Express bus service is for educated class. Students from well off families travel on Daewoo express and as far as government and private employees are concerned, they are also well behaved, well-mannered and well-organized professionals of this society who need comfort in this bus service. Monthly income plays a key role in making decisions. In this study 34.1% of the respondents have monthly income between (25,000-34,999 PKR) which shows that working class is the most visited commuter of Daewoo Express for their office work. 36.5% of the respondents travel on Daewoo Express usually for their office/ work purpose. It shows that how much people's confidence is on Daewoo Express regarding time reliability.

First hypothesis was linked with the independent variable's relationship with dependent variable (RSC -> RI) where P-value is significant at the level of 0.00 and showing a decent relationship. The justification of this relationship is that Revisit Intention is based on predictable behavior that is actually future behavior of a person (Oliver & Swan, 1989). Um et al. (2006) illustrated that intention of revisit is being observed as an addition of customer's satisfaction despite of an inventor of a choice making procedure of revisit. St-Louis, Manaugh, van Lierop, and El-Geneidy (2014) elaborated that people who have first time revisit intention may be motivated through performance completely and it's just because of their primary visit, and people who are repeating their intention may be prejudiced generally by persuasive struggles to remember their previous positive retention and dispersed evidence on fresh temptations. If the customer is satisfied then he/she would make some intentions of revisit and the importance of this relationship is also available in literature by stating

that profits that are associated with purchase repetition are denoted as; Firstly, attracting existing customer (commuter in this study) who are satisfied, is foremost significant aspect than capturing new customer, Secondly, retention of customer increase (if satisfied) by 5%, can give the benefit from 25-85 % and lastly retention of customer can also increase sale and will produce positive word of mouth recommendation for others (Reichheld & Sasser, 1990; Shoemaker & Lewis, 1999). Commuter gives preference to his personal relationships and with their suggestions, if their loved ones insist that commuter to switch to another option then commuter will go for it. And to stick a commuter to your business, you need to create positive word of mouth among commuters which will come with commuters' satisfaction. If commuter is satisfied, then he/she will create positive word of mouth among his/her social circle which will generate more commuters

Conclusion

Past researches by Páez and Whalen (2010) in Canada, and Friman et al. (2013) in Sweden found that active transportation commuters tend to be the most satisfied among all the commuters. This study inputs few suggestions to implement in Daewoo Express Bus services like: Daewoo Express should offer some discounts for their frequent commuters e.g. job professionals (Marketing Executives, Marketing Managers Etc.) who use to travel for their official visits. These all are the real time commuters and for them, time and quality of service is money. The interior of Daewoo Express should be like it is an educated professional's choice of traveling because currently the seats, head phones and even internal body of some buses are in miserable condition. Furthermore, removing services to reduce expenses/ cost is not a wise decision for Daewoo Express as they have removed refreshment for those who travel from Faisalabad to Lahore. The present study un-hides several managerial implications Firstly, it provides complete guidance for marketing managers of Daewoo Express to implement their policies according to commuter need by following all brand meaning and response. Secondly, management could arrange training and development sessions for their marketing teams. Lastly, the government should encourage and formulate some policies regarding traveling on public transport. It will reduce air pollution and noise pollution; and that will automatically reduce the demand of petrol/ diesel as well. This study has some limitations in terms of geographical boundary because data is collected only from one bus terminal. Only one component of Switching Cost, called as relationship switching cost. Future research should consider transaction-based switching cost because majority of commuters belong to middle class.

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