AN EXAMINATION OF FACTORS LEADING TO THE COLLAPSE OF PUBLIC SECTOR ORGANIZATIONS IN GHANA: A CASE STUDY OF METRO MASS TRANSPORT

Isaac Mantey[1], Abigail Frempong[2], Christopher Lartei Aryee[3], Justice Agyei Ampofo[4]

[1]Mendel University (Czech Republic)
[2]Mid Sweden University (Sweden)
[3]University of Cape Coast (Ghana)
[4]University for Development Studies, Tamale (Ghana)

Corresponding Author: Isaac Mantey
Corresponding Author Email: ikenston2000@yahoo.com

Article Received:15-07-21   **Accepted**: 05-08-21   **Published:**18-08-21

ABSTRACT

Tax payers money are been used every day in Ghana to establish public sector organizations. This is why the management of public sector organizations is important in sustainable development. The main objective of this study was to examine the factors leading to the collapse of Metro Mass Transit in Ghana. The study revealed literature on transportation, the role of the state in public transportation, the nature of Metro Mass Transit operations, management practice of Metro Mass Transit and challenges of the public transport system. The study purposively sampled sixty (60) respondents which comprises of 30 workers of Metro Mass Transit (10 Professional Drivers, 10 Senior Management Staff and 10 Junior Staff) and 30 passengers (comprising of 15 passengers from Metro Mass Transit, 5 passengers of OA Transport, 5 passengers of VIP Transport and 5 passengers from VISION Transport). The major findings of the study revealed that Metro Mass Transit offers scheduled trips on intercity and intra city route but does not offer quality transport services as private transport like OA, VIP and VISION does in Accra. The study also found out that passengers prefer private transport more to Metro Mass Transit because the workers have good communication

skills as compared to the workers of Metro Mass Transit in Accra, Metro Mass Transit officials have inefficient managerial skills and therefore can't meet the demands of their customers, Metro Mass Transit have inadequate operation buses, there is frequent breaking of Metro Mass Transit vehicles. The study recommends that the management of Metro Mass Transit should make proper use of Public Private Partnership. This can help in securing more buses to boost their operations. The study also recommends that the management of Metro Mass Transit should work on improving their management practices to enhance performance in other to meet the demand of their customers. Again the management of Metro Mass Transit should ensure that there is frequent maintenance of vehicles to enhance effective operations and also management must also try to maintain an optimum level of providing good communication and effective managerial skills in order to improve its operations.

INTRODUCTION

Public sector organization is a legal entity that is created by the government in other to partake in commercial activities on the government's behalf (Musacchio & Lazzarini, 212). Public sector organization is also the sector under Government control, funded by the taxpaying public and for the benefit of the nation (Mbara, 2002; Wilson, 2006; Marsden & Rye, 2010; Schreffler et al, 2012).

Providing more public services with less public spending is an ongoing challenge for all Organization for Economic Cooperation and Development (OECD) member countries which is leading to collapse of many public organizations in many developing countries (Sundeen & Reed, 2004; Schulz, 2004; Trans-Africa Consortium, 2010; Schreffler et al, 2012). Several reasons have been advanced for the apparent failure of government policies on the sustainability of public sector organisations like Metro Mass Transit in Ghana. Some of the identifiable causes of their failure include; financial impropriety, inadequate government subsidy, lack of qualified staff to man their operations, excessive political interference, and unregulated competition from transit operators (Ubbels & Nijkamp, 2002; Docherty, Shaw, & Gather, 2004; ECMT, 2004; Wilson, 2006; Cervero, 2011; Ofori-Dwumfuo & Dankwah, 2011).

The Ghanaian public transport industry subsequently became deregulated due to the state's unwillingness towards mass transit provision. Behind the Government's decision was the abysmal performance of these state transit agencies, coupled with the Government's pursuit of structural adjustment programs around this same period (from 1988- 2016). Today the private sector provision serves about 95% of all public transport needs in Ghana, often using shared taxis and minibuses (Wilson, 2006; Litman, 2012). However, the dominance of these services hinders economic growth and reduces the quality of life for citizens as the large number of vehicles required to meet demand causes congestion and parking issues and, ultimately, citizens suffer high levels of pollution and low levels of transport safety (TCRP, 2009; Bremmer et al, 2009; Trans-Africa Consortium, 2010).

In view of the above backdrop, the Ghanaian Government in the year 2003 sponsored the establishment of another version of state bus transit, conditioned on large government subsidies to help the urban poor and working class to access efficient transit. The new bus

transit system Metro Mass Transit (MMT) Limited is organized as a quasi-government operator of larger buses (Abane, 2009). The Metro Mass Transit provides urban mass bus services, which is usually unscheduled and often on demand-responsive routes, filling gaps in informal transit provision (Abane, 2009).

Problem Statement

The problems of Ghanaian public transportation are identical to those observed in developing countries experiencing demographic and economic growth, since the improvement of the standard of living is linked to improved mobility of people (Abane, 2011). The public transport in Ghana is thus characterized by the fundamental inconsistency of a market with proven excess demand and shortage of supply.

Mass transport in developing nations is an issue of concern due to the fact that private sector is dominance (Abane, 2011). Therefore the little public transport we have in Ghana must be maintained to ensure sustainability for both current and future generation. In Ghana, most of the populace who use road prefers public transport because of the low price they charge. Yet, the records of mass bus transport in Ghana have not been a pleasant one. The public transport sector of Ghana is on the verge of collapse.

The Metro Mass Transit Co. Ltd. (MMT) that filled the vacuum, although with a lot of challenges is also on the verge of collapse. In a meeting with bus inspectors of the company at Accra, the Managing Director of Metro Mass Transit in Accra painted a picture of gloom and doom in 2014. The company generated revenue of GH¢14 million in 2012 which fell to GH¢9 million in 2013 irrespective of the increase in the fleet of buses from 846 to 1046. The collapse of the public transport sector could increase cost of the rate of movement of goods and people and hence affect commercial activities in the country. Such effect could reduce the economic growth of the country (Agyeman, 2009). It is against this setting that the current study was conducted to examine the factors leading to the collapse of public organizations taking Metro Mass Transport Company in Accra as a case study. This study will go a long way to provide useful information that would influence policymakers, transportation planners, and other transport stakeholders to develop and implement measures that will support efforts to enhance sustainable public transportation in Ghana.

Main Research Objective

The main objective of this study was to examine the factors leading to the collapse of Metro Mass Transit in Ghana. Specifically, the study seeks to;

1. To examine the nature of Metro Mass Transit operations in Accra.
2. To investigate why passengers prefer private transport to Metro Mass Transit in Accra.
3. To find out management practices of the Metro Mass Transit Limited in Accra.

LITERATURE REVIEW

Meaning of Transportation

AFD and MEEDDM (2009) and Agyeman (2009) asserted that transportation in the widest sense includes conveyance of freight and mobility of persons, flow of labour and capital, and the activity of providing access to resources and opportunities. This definition broadens the scope to encapsulate even non-motorized systems, such as walking, cycling and animal drawn cart.

Also Aworemi (2008) asserted that transportation is a system consisting of two major components precisely; the vehicle commonly called "carrying unit" and the path which in transport term referred to as the "way". In view of this, transport consists of an "infrastructure component" and a "service component". The service part constitutes the carrying unit, such as bus, aircraft, train and ship, while the infrastructure part represents the roadway.

Public Transportation

A precise definition of public transportation (also called Public transit, public transport, mass transit and urban transit) Public transportation is generally used to mean; a shared passenger transportation service which is available for use by the general public (Agyeman, 2009; Aworemi et al, 2009; TCRP, 2009; Trans-Africa Consortium, 2010). It can be deduced that public transport is to serve public good rather than private good.

The Nature and Operation of Metro Mass Transit

Trans Africa, (2010) portrayed Metro Mass Transit as a state linked company charged with urban mass transportation in Ghana. The study argued that the creation of Metro Mass Transit was an attempt to address the constraints in Ghana's public transport deliver.

Trans Africa Consortium, (2010) in their study of public transport in sub-Saharan Africa, also asserted that the introduction of Metro Mass Transit was to alleviate the impact of high fuel price on Ghanaian households and also to achieve energy security during President Kufour's administration. The study further averred that the use of high occupancy buses by Metro Mass Transit operators helps to reduce nationwide energy consumption, in an attempt to economize on the use of imported fuel. According to Trans Africa Consortium, (2010) environmental and/or energy objectives of the government was the basic underpinning rationale for the formation of Metro Mass Transit as the operator of larger buses, and any other consideration runs second. In the view of the Trans Africa Consortium (2010), the government's objective to improve energy security and reduce dependency on fossil fuels was more compelling than just resolving a party manifesto.

Agyemang, (2009) has also examined the extent to which traffic congestion conspired with other factors to collapse the Bus Rapid Transit (BRT) system initiated by the Metro Mass Transit Limited. The study argued that while pervasive traffic congestion caused the collapse of the pilot BRT, other factors such as lack of a supporting Legislative Instrument are equally liable. The study thereby recommended appropriate legislation, among other things, to offer Right of Way (ROW), otherwise known as express lane, for successful implementation of a BRT in Ghana. Though Metro Mass Transit has somewhat received some scholarly attention, there is still a dearth of academic literature which specifically strive to find out the factors leading to the collapse of Metro Mass Transit. This study sought to fill this gap.

METHODOLOGY

Research Design

Research design refers to the general plan of how the researcher will go about answering the research question(s) (Cohen, 2007; Ampofo, 2020). The research is a descriptive survey through which views and opinions were sampled from respondents. Ampofo (2020) views descriptive survey as a design that portrays accurately the characteristic of particular individual situations or groups. In other words, the descriptive survey is a research method that is non-experimental and deals with the relating among non-manipulated variable. A descriptive survey also provides a quantitative or numeric description of trends, attitudes, or

opinions of a population by studying a sample of that population. It includes cross-sectional and longitudinal studies using questionnaire or structured interviews for data collection, with the intent of generalizing from a sample to a population (Creswell, 2013).

The descriptive survey was considered the most appropriate design for conducting this research because information gathered from the descriptive research can be meaningful or useful in diagnosing a situation since it involves describing, recording, analyzing and interpreting conditions that exist. The descriptive survey was again considered the most appropriate design for conducting this study because it is the one that deals with things as they currently are (Creswell, 2013; Ampofo, 2020).

Descriptive survey design also helped achieved the goal of the study, which was to unearth the challenges leading to the collapse of Metro Mass Transit Limited in Accra. According to Ampofo (2020), survey permits the researcher to gather information from a large sample of people relatively quickly and inexpensively. Most surveys are based on samples of a specified target population – the group of persons whose interest is expressed. They are designed to provide a 'snapshot of how things are at a specific time'. There is no attempt to control conditions or manipulate variables (Kusi, 2012).

Study Area

The focus of this study is to find out the factors that are leading to the collapse of Metro Mass Transit Limited in Accra. The researcher is interested in finding out the nature of Metro Mass Transit operations in Accra, to investigate why passengers prefer private transport to Metro Mass Transit in Accra, to find out management practices of the Metro Mass Transit Limited in Accra and to determine the effectiveness of the management practices of Metro Mass Transit Limited and to examine it effect on the performance of the company. The location for the study is Accra which is the capital of Ghana.

Population

The target population for the study was the workers of Metro Mass Transit Limited, other private transport operators and passengers of the Accra township to ascertain their views on factors leading to collapse of Metro Mass Transit Limited. The study population were numbered 120.

Sample Size and Sampling Techniques

Kusi (2012) explains that 'it is imperative for you to determine an aspect of population to be involved in your study. A study may entail a large population unlike others with small population. In such situation, a portion of the entire population may be selected for study and this is what is termed as sample. Stratified and simple random sampling was used in selecting 60 respondents for the study. According to Ampofo (2020), it is variation of simple random sampling in which the population is partitioned into relatively homogeneous group called strata and a simple random sampling is used to select from each stratum.

Creswell (2013) argued that a representative sample of 10% and above is enough for providing the required information in large population. The workers from Metro Mass Transit were put into three (3) strata's thus Drivers, Senior Management and Junior Staff Officials. Simple random sample technique was then used to select 10 Drivers, 10 Management officers and 10 Junior Staff Officials. All the workers were given equal chance to pick from a folded pieces of papers on which ''YES or NO'', was written and those who selected ''YES'' were taken to represent that class.

Also simple random sampling was used to select 30 passengers (comprising of 15 passengers from Metro Mass Transit, 5 passengers of OA Transport, 5 passengers of VIP Transport and 5 passengers from VISION Transport). This ensured equal and fair representation of passengers from various transport system in the Accra township.

Data Collection Instruments

The researchers used a questionnaire in collecting data for the research. A questionnaire is a research instrument consisting of series of questions for the purpose of the survey. The structured questionnaire type was used. Ampofo (2020) explains that a structured questionnaire is a data collection instrument which contains predetermined standard questions or items meant to collect numerical data that can be subject to statistical analyses. He explains that the questions are close ended and answers outlined, which gives respondents the opportunity to respond to sample questionnaire questions

The questionnaire used for this study was both close ended and open ended questions with options like (Strongly Agree, Agree, Disagree, Strongly Disagree and Ranking). It was divided into five sections which are as follows: Section A: Personal data and Section B: provides questions on the nature of Metro Mass Transit operations, Section C: on why passengers prefer private transport to Metro Mass Transit, Section D: management practices of the Metro Mass Transit Limited and Section E: on the effectiveness of the management practices of Metro Mass Transit Limited. Questionnaires required less time and money compared to other methods like focus group discussions (Ampofo, 2020).

Validity of the Instruments'

A research instrument is said to be valid when it measures what it is supposed to measure. Face validity is in relation to the misunderstanding and misinterpretation of the question. This was checked by way employing pretesting method. Content validity on the other on other hand refers to the capacity of the instrument to prove adequate coverage of a topic. Adequate preparation of the instrument under guidance of expert opinion of the question helped established the content validity.

Reliability of the Study

Reliability has to do with an instrument consistently producing the same result every time it is used. The test retest method was used to test for the reliability of the instrument. The questionnaires were administered to private transport drivers and passengers in Accra township which has the same socio- demographic as that of Metro Mass Transit Limited. The same questionnaires were administered to them after two weeks. A correlation coefficient of 0.8 alpha levels was obtained which is considered reliable.

Data Collection Procedure

The researcher obtained permission from the CEO of Metro Mass Transit in Accra stating the purpose and objectives of the study and the cooperation of the research participants. The introductory letter was copied to the participants to seek their approval to conduct the study. The participants were told of the purpose, time, venue and how to answer the questionnaires. They were also assured of their confidentiality and anonymity. The researcher self-administered the questionnaires.

Data Analysis

Analysis of data provided facts and figures that enabled interpretation of the results and reaching conclusions from the findings of the study. All items of the questionnaires were

coded. Questionnaires were edited to ensure that clear, legible, relevant, and appropriate responses had been provided. The coded items and their corresponding frequencies were fed into the computer using excel. Data were analyzed using simple percentages and frequencies and presented in tables, charts and figures.

DISCUSSION OF RESULTS

Introduction

The main objective of this study is to examine why public sector organizations is collapsing in Ghana taking Metro Mass Transit Limited as a case study. This was done through the use of structured questionnaires in the data collection process. In analyzing the results of the data collected for study, the researcher have divided this aspect into the following sub-divisions: demographic characteristics of respondents, the nature of Metro Mass Transit operations in Accra, passengers preference of private transport to Metro Mass Transit Limited in Accra and management practices of Metro Mass Transit.

Demographic Characteristics of Respondents

The demographic characteristics show the age distribution, level of education, and working experiences of the respondents who were sampled for the study. The age distribution of the sample population is presented in Table 1 below. The table shows that 19 respondents were between the ages of 25-30 years representing 31.67% of the total sample size, This was followed by those under 25 years who also recorded 16, representing 26.67%, followed by those between 31-35 years who recorded 15 representing 25%, and lastly those between 36-40 years recorded 10 representing 16.67%. The implication of this is that, majority of respondents were older than 25 years, which means that all the respondents were matured and as such could give useful and meaningful information for the study.

Table 1

Age Distribution of Respondents

Age	MMT DRIVERS	MMT ADMINISTRATORS	MMT MANAGEMENT	PASSENGERS	OA	VIP	VISION	TOTAL
Below 25	6 (10%)	2 (3.33%)	3 (5%)	5 (8.33%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	16 (26.67%)
25-30	1 (1.67%)	1 (1.67%)	5 (8.33%)	5 (8.33%)	3 (8.33%)	2 (3.33%)	2 (3.33%)	19 (31.67%)
31-35	3 (5%)	5 (8.33%)	1 (1.67%)	3 (5%)	1 (1.67%)	2 (3.33%)	0 (0.00%)	15 (25%)
36-40	-	2 (3.33%)	1 (1.67%)	2 (3.33%)	1 (1.67%)	1 (1.67%)	3 (5%)	10 (16.67%)
Total	**10 (16.67%)**	**10 (16.67%)**	**10 (16.67%)**	**15 (25%)**	**5 (8.33%)**	**5 (8.33%)**	**5 (8.33%)**	**60 (100%)**

Source: Field Survey (2021)

Table 2 below shows that 20 representing 33.33% of the respondents had tertiary education whiles 15 representing 25% of the respondents had primary education and no formal education respectively and the remaining 10 representing 16.67%, have a secondary education. The implication of this table is that majority of respondents were educated as such could give vital and accurate information needed for this study.

Table 2
Level of Education of Respondents

Response	Frequency	Percent
Tertiary	20	33.33%
Secondary	10	16.67%
Primary	15	25%
No formal education	15	25%
Total	**60**	**100.0**

Source: Field Survey (2021)

Table 3 below shows that majority of the respondents from Metro Mass Transit Limited were 15 representing 50% have worked for less than 6 years, whiles 12 representing 40% of the respondents have worked for 6-10 years, followed by 2 representing 6.67% have worked between 11-15years whiles 1 representing 3.33% have also worked for over 15 years. The implication of the above results is that majority of the workers of Metro Mass Transit Limited have more working experience and were able to give adequate information for the study.

Table 3
Working Experience of Respondents from the Metro Mass Transit Limited

Years	Frequency	Percent
Less than 6 years	15	50%
6-10 years	12	40%
11-15 years	2	6.67%
Over 15 years	1	3.33%
Total	**30**	**100.0**

Source: Field Survey (2021)

The Nature of Metro Mass Transit and Private Transport Operations in Accra
The nature of Metro Mass Transit deals with the creation of Metro Mass Transit as a public transport company whiles private transport also provides transport services in Accra and the relevant information are shown below. Table 4 below shows that majority of respondents were 40 representing 88.89% agreed that Metro Mass Transit offers scheduled trips on intercity route, followed by 4 respondents representing 8.88% disagreed whiles 1 representing 2.22% were uncertain. Also majority of respondents 32 representing 71.11% agreed that Metro Mass Transit offers scheduled trips on intra city route, followed by 9 representing 20% disagreed whiles 4 representing 8.88% were uncertain.

Also majority of respondents 15 representing 100% agreed that Private transport offers scheduled trips on intercity and intra city route. The implications of table 4.5 shows that both Metro Mass Transit Limited and private transport operators ease transport burden on passengers travelling within and outside Accra. This result clearly suggests that all the operations and nature of Metro Mass Transit Limited are also offered by private companies. The above results in table 4.5 is consistent with a study by Trans Africa (2010) who posited that Metro Mass Transit as a state-linked company is charged with urban mass transportation in Ghana, the creation of Metro Mass Transit was an attempt to address the constraints in Ghana's public transport delivery.

Again Trans Africa Consortium (2010) in their study of public transport in sub-Saharan Africa also asserted that the introduction of private transport and Metro Mass Transit Limited was to offer schedule trips on intercity and intra city routes.

Table 4

Nature of Metro Mass Transit and private transport operations in Accra

Nature of MMT Operations	SD	D	N	A	SA	Total %
1. MMT offers scheduled trips on intercity route	0 (0.00%)	4 (8.88%)	1 (2.22%)	29 (64.44%)	11 (24.44%)	45 (100%)
2. MMT offers scheduled trips on intra city route	3 (6.67%)	6 (13.33%	4 (8.88%)	23 (51.11%)	9 (20%)	45 (100%)
3. Private transport offers scheduled trips on intercity and intra city route	0	0	0	0	15 (100%)	15 (100%)

Source: Field Survey (2021)

Comparative Analysis of Quality Transportation Services Offered by Metro Mass Transit and Other Private Transport Companies in Accra

Results from table 5 below shows that all majority of respondents, 10 out of 15 representing 33.33% from MMT disagreed that Metro Mass Transit buses move on time whiles all the respondents 15 50% from OA, VIP and VISION transport agreed that private transport buses move on time. Again, majority of respondents 8 out of 15 representing 26.67% disagreed that Metro Mass Transit is safe whiles all the respondents 15 representing 50% from OA, VIP and VISION agreed that private transport is safe. Also majority of respondents thus 11 out of 15 representing 36.67% from Metro Mass Transit disagreed that Metro Mass Transit do maintenance and replacement of buses whiles all the 15 respondents representing 50% from OA, VIP and VISION transport agreed that private transport do frequent maintenance and replacement of buses.

Furthermore, 9 respondents out of 15 representing 30% agreed that Metro Mass Transit does not provide comfortability services to passengers whiles 15 respondents representing 50% from OA, VIP and VISION agreed that private transport provides comfortable services. Also, 11 respondents representing 36.67% from Metro Mass Transit disagreed that workers have good communication skills whiles 15 respondents representing 50% from OA VIP and VISION agreed that private transport workers have good communication skills. Again, 13 respondents representing 43.33% from MMT disagreed that Metro Mass Transit transport fares are high whiles 15 respondents representing 50% from OA, VIP and VISION agreed that private transport service fares are high.

A Comparative analysis of table 5 shows that private transport is more effective and efficient in their operations than MMT in Accra. The implication of this result is that Metro Mass Transit does not offer quality services to customers as compared to private transport like OA, VIP and VISION in Accra per the analyses explained above. The above results is consistent with a study Wilson (2006) who posited that public transportations like Metro Mass Transit Limited is faced with a lot of difficulties as such private companies provide quality transportation services than public transport system. A study by Abane (2009) also shows that Metro Mass Transit as a transport company like any other state funded ventures in the

developing economy is tensed with a number of challenges that potentially threaten its viability as a business entity.

Table 5

Comparative Analysis of Quality Transportation Services offered by Metro Mass Transit and Other Private Transport Companies in Accra

	MMT		OA		VIP		VISION	
	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree
Do buses move on time	5 (16.67%)	10 (33.33%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)
Safety	7 (23.33%)	8 (26.67%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)
Maintenance and Replacement of buses	4 (13.33%)	11 (36.67%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)
High transport fares	2 (6.67%)	13 (43.33%)	4 (13.33%)	1 (3.33%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)
Comfortability	6 (20%)	9 (30%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)
Good communication skills	4 (13.33%)	11 (36.67%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)	5 (16.67%)	0 (0.00%)

Source: Field Survey (2021)

Passenger's preference of private transport to Metro Mass Transit

Results from figure 1 below shows that 13 respondents representing 87% out of the total 15 respondents (passengers) of Metro Mass Transit Limited indicated that they prefer private transport operations to Metro Mass Transit whiles 2 respondents representing 13% indicated that they do not prefer private transport to Metro Mass Transit operations. The respondents expressed that private transport are more preferable because the workers have good communication skills as compared to the workers of Metro Mass Transit in Accra. The respondents further explained that private transport ensures that their vehicles are always neat and in better conditions as compelled to Metro Mass Transit.

In addition to the above statement, the respondents who prefer Metro Mass Transit to private transport stated that Metro Mass Transit charges lower fares as compared to private transport. This result is consistent with the study by Abane (2009) who posited that Metro Mass Transit as a transport company like any other state funded ventures in the developing economy is tensed with a number of challenges that potentially threaten its viability as a business entity as such passengers prefer private transport than public transport like Metro Mass Transit.
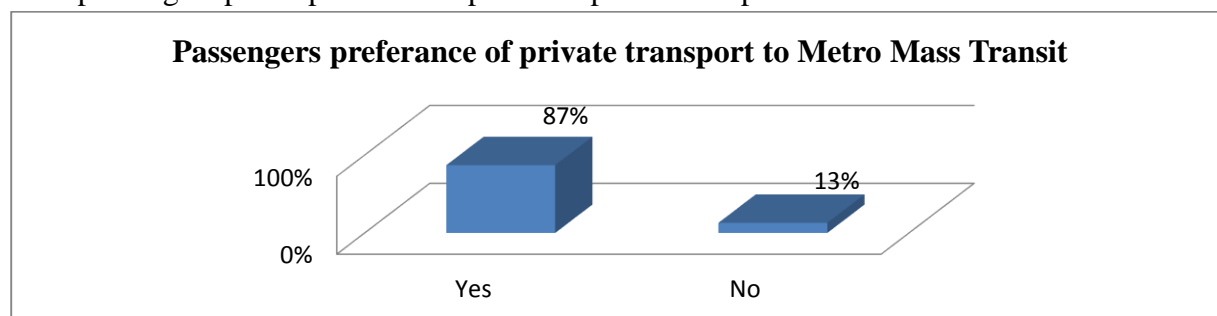

Figure 1: Passengers preference of private transport to Metro Mass Transit
Source: Field Survey (2021)

Management Practices of Metro-Mass Transit Limited in Accra

From table 6 below shows that 10 respondents representing 33.33% indicated that there is free flow of information from top to down on their operations, followed by 8 respondents representing 26.67% who indicated that there is free flow of information from down to top, followed by 5 respondents representing 16.67% who also indicated that there is a cordial relationship between managers and subordinates. Also 4 respondents representing 13.33% indicated that there is effectiveness in decision-making process. Furthermore, 2 respondents representing 6.67% indicated that staffs are allowed to attend off the job training yearly whiles 1 respondent representing 3.33% indicated that staffs are allowed to go on study leave after three years of service.

Although Metro Mass Transit has fairly received some scholarly attention, only few studies have focused on the politics, administration and interests that characterize the Mass Transit Program (Agyeman, 2009). Abane (2011) investigated the extent of state's involvement in Metro Mass Transit and how the Ghanaian government employs the public bus transit to achieve its social and political goals. These works notwithstanding, there is still shortage of empirical studies, which specifically investigate the management and financing strategies of the Metro Mass Transit.

Table 6
Management Practices of Metro Mass Transit

Management Practices	Frequency	Percentage (%)
Effectiveness of taking part in decision-making process	4	13.33%
There is free flow of information from top to down on your operations	10	33.33%
There is free flow of information from down to top	8	26.67%
There is a cordial relationship between managers and subordinates	5	16.67%
Staffs are allowed to go on study leave after three years of service	1	3.33%
Staffs are allowed to attend off the job training yearly	2	6.67%
Total	**30**	**100%**

Source: Field Survey (2021)

Challenges Confronting Metro Mass Transit

Results from table 7 below shows that 15 respondents representing (33.33%) indicated that Metro Mass Transit in Accra is confronted with challenges of Inability to meet the demand of passengers, 10 respondents representing (22.22%) also indicated that there is inadequate operation buses of Metro Mass Transit in Accra. In addition, 10 respondents representing (22.2%) indicated that Metro Mass Transit in Accra is confronted with a challenge of frequent breakdown of vehicles, Again 4 respondents representing (8.9%) indicated that Metro Mass Transit in Accra is challenged in ensuring the welfare of the workers whiles 2 respondents +representing (4.4%) indicated that poor road network is a challenge to Metro Mass Transit in Accra operations.

This result is consistent with a study by Abane (2011) noted that, the overall service quality delivered by Metro Mass Transit could be rated as mediocre. It must always be remembered that average customer service quality delivery does not create loyal and advocate customers due to its management practices. This result is consistent with a study by Aworemi (2008) who found out that the overall operational and financial performance of Anbessa City Service

Enterprise which is the sole and government owned transport enterprise in Ethiopia was abysmal.

Aworemi et al (2009) in a study in Nigeria presents a different scenario after comparing the inter urban bus services of public and private sector mass transit agencies in Enugu, Nigeria with the aim of determining whether significant difference exist in their performance. The study found out that there was no statistical significant difference in the performance of Enugu state Transport Corporation (ENTRACO) (Public operator) and Peace Mass Transit (private operator). This clearly suggests that private transport companies such as VIP, OA and VISION Transport in Accra performs better services than Metro Mass Transit in Accra.

Table 7
Challenges Confronting Metro Mass Transit

		Frequency	Percent
	Inability to meet the demands of passengers	15	33.3
	Inadequate operation buses	10	22.2
	Nature of ownership	3	6.7
Valid	Workers welfare	4	8.9
	Frequent breaking of vehicles	10	22.2
	Incessant increase in fuel prices	1	2.2
	Nature of road network	2	4.4
	Total	**45**	**100.0**

Source: Field Survey (2021)

Summary of Discussion of Results

Public organizations in Ghana are faced with a myriad of challenges of which Metro Mass Transit Limited is not an exception. This study revealed the nature, operations, management practices and challenges leading to the collapse of Metro Mass Transit Limited in Ghana. The summary of the results of this study shows that the performance of Metro Mass Transit has not improved over the years. This problem is endemic with public transport companies owned by the government in developing countries.

The result of the study showed that performance of Metro Mass Transit has been abysmal over the years and most of the management practices or decisions have had a negative impact on the company leading to it collapse.. The study recommends that management of Metro Mass Transit must improve on their management practices and their operations

The study concluded that Metro Mass Transit is not performing well as compared to private transport in the Greater Accra Region of Ghana. This is due to various challenges like inability to deliver quality transport service to meet the demands of customers and poor management practices that hinder the growth of Metro Mass Transit. This is in conformity with the assertion that public transport performed better during their earlier days of operation.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The main objective of this study was to examine the factors leading to the collapse of Metro Mass Transit in Ghana. In order to achieve the stated objectives, data on Metro Mass Transit was collected from drivers, conductors, managers, passengers of Metro Mass Transit, and other passengers of private transport in Accra. The study employed both primary and secondary data. Questionnaire administration was the main means of acquiring primary data.

The quantitative data was analyzed using SPSS tool with the use of frequency, percentage, and mean. The secondary data was presented in tables and figures.

Four research questions were set out to guide the study

1. What is the nature of Metro Mass Transit operations in Accra?
2. Why do passengers prefer private transport to Metro Mass Transit in Accra?
3. What management practices are implemented at the Metro-Mass Transit Limited?

Key Findings of the Study

A descriptive survey was employed for the study. A questionnaire was used to gather data from respondents. The collected data was analyzed in simple percentages. The first research question was what is the nature of Metro Mass Transit operations? The study found out that Metro Mass Transit offers scheduled trips on intercity and intra city route but does not offer quality transport services as private transport like OA, VIP and VISION does in Accra.

The second research question was why do passengers prefer private transport to Metro Mass Transit in Accra? The study found out that passengers prefer private transport more to Metro Mass Transit because the workers have good communication skills as compared to the workers of Metro Mass Transit in Accra. Also the respondents expressed that private transport in Accra make sure that their vehicles are neat and in good condition before moving as compared to Metro Mass Transit.

Again the study found out that passengers prefer other private transport services like VIP, OA and VISION in Accra to Metro Mass Transit because Metro Mass Transit officials have inefficient managerial skills and therefore can't meet the demands of their customers. Also the study found out that passengers in Accra prefer private transport because they are fast, reliable, comfortable and safe. This is consistent with a study by Cervero (2011) who asserted the most nagging challenge of Metro Mass Transit is the inability to meet the demands of passengers.

The third research question was what management practices are implemented at the Metro Mass Transit in Accra? The study found out that, there is a free flow of information to staff, workers are allowed to go on leave and partake in decision making, and also staff is allowed to attend off the job training yearly which makes work more effective. The study also found out that there is inability to meet the demands of passengers, inadequate operation buses, frequent breaking of vehicles and poor road network are the challenges confronting Metro Mass Transit Limited in Ghana.

Conclusions

Based on the findings of the study, the following conclusions could be drawn.

The study concluded that Metro Mass Transit Limited operations in Accra include offering scheduled trips on intercity and intra route. The study also concluded that private transport in Accra offers scheduled trips on intercity and intercity route than Metro Mass Transit due to shortage of buses.

Objective two deals with passenger's preference of private transport to Metro Mass Transit Limited in Accra. The researcher concluded that passengers prefer private transport like OA, VIP and VISION more than Metro Mass Transit Limited.

Objective three deals with the management practices of Metro Mass Transit in Accra. The researcher concluded that Metro Mass Transit is confronted with a number of challenges affecting their activities. With regards to this objective, the management practices are not

effective and are affecting performance which is leading to the collapse of Metro Mass Transit in Ghana.

Recommendations

From the findings and conclusions of this study, the researcher recommends that the management of Metro Mass Transit in Ghana should make proper use of Public Private Partnership. This can help in securing more buses to boost operations. In addition, it is recommended that Metro Mass Transit management to work on improving their management practices thereby enhancing their performance in other to meet the demand of their customers. Again, the management of Metro Mass Transit should ensure that there is frequent maintenance of vehicles to enhance effective operations. Lastly, the management of Metro Mass Transit should put in maintenance framework and maintain their buses as other private transport companies in order to ensure an optimum level of standard performance and should also provide good communication and effective managerial skills in order to improve its operations.

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